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ABSTRACT

This document presents the second-year implementation plans for 1998-1999 of Dalton State College's Strategic Plan for 1997-2000. It contains the following planning priorities and action plans for the roles of one: President; Office of Institutional Research and Planning, Office of Public Relations; Dean of Academic Affairs; Division of Business Administration and Social Sciences; Developmental Studies; Department of Health, Physical Education, and Recreation; Division of Humanities; Division of Natural Sciences and Mathematics; Division of Nursing; Division of Technical Education; Department of Adult Literacy; Center for Continuing Education; Darrell C. Roberts Library; Admissions; Registrar; Computing and Information Services; Comptroller (Incorporating Departments of Plant Operations and Public Safety); and Dean of Student Affairs, which includes the Academic and Career Enhancement Center, Financial Aid and Veterans Services, Student Activities, and Community Ambassadors of Dalton State College. Appendices include the following items: core purposes, planning priorities, and goals for 1997-2000 and a summary of planning priorities and goals for 1998-1999, which includes commitment to excellence, commitment to teaching and learning, emphasis on high quality general education program, commitment to public service, commitment to scholarship for instructional effectiveness, supportive campus climate, campus diversity in faculty, staff, students, and programs, advancing educational purposes through technology, and developing collaborative relationships; and institutional effectiveness. (VWC)

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DALTON STATE COLLEGE

STRATEGIC PLAN 1997-2000

Second Year Implementation Plan, 1998-1999

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Prepared by
The Office of Institutional Research & Planning
October 1998

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DALTON STATE COLLEGE STRATEGIC PLAN 1997-2000

Implementation Plan for 1998-1999

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Table of Contents

IMPLEMENTATION PLANS

President	3
Institutional Research & Planning	10
Public Relations	15
Academic Affairs	18
Division of Social Sciences	26
Developmental Studies	28
Department of Physical Education	31
Division of Humanities	34
Division of Natural Sciences & Math	43
Division of Nursing	46
Division of Technical Education	48
Department of Adult Literacy	53
Center for Continuing Education	56
Derrell C. Roberts Library	62
Admissions	67
Registrar	74
Computing & Information Services	80
Comptroller	85
Student Affairs:	
ACE Center	89
Financial Aid & Veterans Services	103
Student Activities	107
Community Ambassadors	115

APPENDIX

Planning Priorities & Goals, 1997-2000	118
Planning Priorities & Goals, 1998-99	132

Implementation Plans

President

Statement of Purpose
The Office of the President provides leadership for the overall operation of the College, ensuring that the institution proceeds within its approved statement of purpose. The President coordinates these operations through the Academic Dean, Registrar and Director of Admissions, Dean of Student Affairs, and Comptroller. The President also provides direction for the public relations and institutional research functions, and serves as the official liaison to the Dalton State College Foundation.

1. PLANNING PRIORITY 1.1

The College will broaden the scope and implementation of its programs and services to Northwest Georgia.

Goal I.1.D (New)
Develop targeted baccalaureate degrees that meet regional needs.

Objective
Implement the three bachelor's degrees approved by the Board of Regents in September 1998 to become operational in fall 1999 and fall 2000.

Action Plan #1
Secure approval from SACS to move from Level I to Level II.

Budget
None required.

Assessment Method
Action by the Committee on Criteria and Reports.

Expected Results
Full approval at the December 1998 SACS meeting.

Use of Results
If approval is not secured in December, any noted weaknesses in the substantive change document will be collected and the document resubmitted for consideration at the June 1999 meeting.

Action Plan #2
Recruit a new division chair and at least two new faculty members to begin the programs.

Budget
$200,000

Assessment Method
The qualifications of the new faculty will be consistent with those found in faculty at well-established programs in other institutions.

Expected Results
Well-qualified new faculty will be employed by August 1999.

Use of Results
1999 faculty hires will be benchmarked against other comparable schools and profiles developed for the 2000 hiring effort.

Action Plan #3
Market the new programs and recruit a well-qualified initial class of juniors.

Budget
$2,500

Assessment Method
Analyze the fall 1999 class of juniors with respect to GPA, upper-division grades earned, and eventual employment opportunities.

Expected Results
Each of the two BS programs initiated during fall 1999 will enroll a full complement of 40 students each.

Use of Results
The entering junior class numbers and academic profiles will be analyzed to refine the marketing and recruiting program, if necessary.

2. PLANNING PRIORITY 1.2

The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area.

Goal 1.2.G
Consider permitting community advertising in Dalton State College student publications.

Action Plan #4
Contact 20 local businesses likely to attract student patronage to determine their interest in advertising on a regular basis.

Budget
$0

Assessment Method
Determine the number of firm prospects among local businesses by securing letters of interest.

Expected Results
At least 10 local businesses will express serious interest in student newspaper advertising.

Use of Results
Degree of local business interest, and estimated revenue generated, will be a significant factor in the ultimate decision.

Action Plan #5
Develop a student newspaper advertising policy to help determine feasibility of allowing local advertising.

Budget
$0

Assessment Method
Compare the draft policy with similar policies from at least three other institutions to determine soundness and comprehensiveness.

Expected Results
The draft policy will be judged to be a workable document.

Use of Results
The quality and workability of the policy will form the second significant factor in the decision making process.

Goal I.2.H
Pursue Dalton State College Foundation Development.

Objective
Bring Annual Fund Drive contributions up to $250,000 per year.

Action Plan #6
Expand Brown Fellowship membership to 100 by June 30, 1999.

Budget
$0

Assessment Method
Determine whether 100 or more written commitments exist by June 30, 1999.

Expected Results
That 100 commitments will be in place.

Use of Results
The number of commitments in hand will determine additional recruitment strategies necessary.

Action Plan #7
Secure corporate/business pledges of at least $100,000 by June 30, 1999.

Budget
$1,000

Assessment Method
Determine whether $100,000 or more has been committed by June 30, 1999.

Expected Results
That $100,000 or more will be in place.

Use of Results
Degree of success in meeting this goal will be used to determine additional solicitation strategies.

3. PLANNING PRIORITY 1.3

The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities.

Goal I.3.B
Establish an alumni office and increase alumni development.

Objective
Develop an active Alumni Association.

Action Plan #8
Recruit an alumni board of directors and establish a method for expanding the alumni database.

Budget
$1000

Assessment Method
Compare the degree of activity from July 1, 1998 to June 30, 1999 in terms of action plan implementation.

Expected Results
An alumni board will have been organized as a functioning body and the alumni database will have expanded by 20 percent over July 1, 1998 levels.

Use of Results
The degree of attainment will be used to determine any needed changes in the overall strategy for increased alumni activity.

4. PLANNING PRIORITY II.2

The College will continue to place a high priority on recruiting faculty who are the most qualified in their academic fields.

Goal II.2.B
Investigate Endowed Chairs (the Bandy Chair).

(The goal was accomplished during calendar 1998 as a part of the challenge created by the North Georgia Planning Council. The College Foundation secured pledges for $1.5 million to establish three Eminent Scholar Trust Fund endowed chairs. These funds will be submitted by the University System to the General Assembly for a $1.5 million match during FY 2000 and FY 2001.)

5. PLANNING PRIORITY II.6

The College will develop a comprehensive planning, budgeting, and accountability program.

Goal II.6.A
Complete the strategic planning process.

Objective
Revise the general education outcome assessment processes to generate information that is more meaningful.

Action Plan #9
Implement a nationally normed assessment instrument that will measure critical general education skills.

Budget
$7,500

Assessment Method
Document the implementation of this assessment instrument through administering it to a statistically valid sample of May 1999 graduates.

Expected Results
The essential assessment components of this instrument will establish a baseline to be used to compare against future student performance at Dalton State College and against students from other institutions.

Use of Results
Key results will be analyzed by faculty in the various disciplines for future action.

6. PLANNING PRIORITY VII.5

The College will serve as a catalyst for cultural awareness.

Goal VII.5.B
Enhance the relationship with the Creative Arts Guild.

Objective
Create additional jointly sponsored offerings through the Kids' College program.

Action Plan #10
Continuing Education staff will work with Creative Arts Guild leadership to develop new jointly sponsored summer youth offerings.

Budget
$0

Assessment Method
Document the increased number of jointly sponsored youth offerings for summer 1999 as compared with summer 1998.

Expected Results
The number of joint offerings will increase by three over summer 1998 offerings.

Use of Results
Evaluations of new offerings will be utilized to assess directions for future activity.

7. PLANNING PRIORITY IX.3

Goal IX.3.A
Investigate expanding the number of programs offered and institutions with which we collaborate.

Objective
Assist the State University of West Georgia in fully implementing the MBA in Dalton.

Action Plan #11

Review with West Georgia officials efforts by Dalton State College in marketing the MBA which will help attract additional students.

Budget

$0

Assessment Method

Document activities of Dalton State College staff and document ultimate decision on program offering by West Georgia officials.

Expected Results

West Georgia will begin offering two courses per semester in the MBA curriculum, which attract adequate enrollments.

Use of Results

Provide feedback to West Georgia officials that will help solidify the MBA program as a Dalton offering.

Institutional Research and Planning

Statement of Purpose
The Office of Institutional Research and Planning at Dalton State College provides the support for institutional decision-making by providing analysis and dissemination of data on faculty and staff, students, student achievement, and other subjects. The Office actively participates in the Strategic Planning process, and provides other reports on an *ad hoc* basis.

1. Planning Priority II.1

The College will monitor and strengthen its institutional effectiveness program and make adjustments based upon the results of that effort to assure excellence in the teaching/learning environment so that students are prepared for the next step.

Goal II.1.C
Refine academic program assessment

Objective
Programs will be designed that will assess general education goals in useful ways.

Action Plan #1
The Director of Institutional Research will meet with the President and Academic Dean to coordinate and plan additional efforts at outcomes assessment.

Budget
No change in resources needed.

Action Plan #2
The Director of Institutional Research will meet with academic divisions and division leaders to design effective outcomes assessments and make decisions on acceptable standards.

Budget
No change in resources needed.

Objective
Academic divisions will implement appropriate assessment measures.

Action Plan #3
The Director of Institutional Research will develop a timeline for assessment implementation.

Budget
No change in resources needed.

Action Plan #4

The Director of Institutional Research will continue to consult with faculty regarding implementation of multiple measures of institutional effectiveness.

Budget

The assistance of the Center for Teaching and Learning will be requested.

Action Plan #5

The Director of Institutional Research will develop a source book of assessment methods used by the divisions to evaluate effectiveness.

Budget

No change in resources needed.

Objective

The results of assessment will be used to plan for improvement of future instruction.

Action Plan #6

The Director of Institutional Research will review results quarterly and discuss implications with division chairs as needed.

Budget

No change in resources needed.

Action Plan #7

The Director of Institutional Research will request documentation of use of results in divisional planning each year.

Budget

No change in resources needed.

Assessment Method

The Director of Institutional Research will evaluate the progress on these objectives at the end of the year through a report to the President.

Expected Results

The achievement of these objectives leading to this goal will bring the College into compliance with the requirements of SACS and the Board of Regents, and will assist academic divisions in modifying curricula as needed.

Use of Results

The results will assist in modifying curricula and instruction for educational improvement and identify any weaknesses in preparing for compliance with outside constituent requirements.

2. PLANNING PRIORITY II.6

The College will develop a comprehensive planning, budgeting, and accountability program.

Goal II.6.C
Develop mechanisms to demonstrate and document accountability.

Objective
Methods of obtaining easily available "snapshots" of the condition of the College will be developed.

Action Plan #8
The Director of Institutional Research will gain additional expertise in use of data-retrieval systems.

Budget
The Director of OCIS will assist in training on the use of new Dalton State College system.

Objective
Regular, systematic evaluations will be developed.

Action Plan #9
The Director of Institutional Research will develop timeline regular assessment activities.

Budget
No change in resources needed.

Action Plan #10
The Director of Institutional Research continues to assist in devising additional methods of assessment.

Budget
The assistance of the Center for Teaching and Learning will be requested.

Action Plan #11
The Director of Institutional Research will keep reports of the use of assessment for planning.

Budget
No change in resources needed.

Action Plan #12
The Director of Institutional Research will exchange information with other System and non-System institutions to promote evaluation of transfers.

Budget
No change in resources needed.

Assessment Method
The Director of Institutional Research will evaluate the progress on these objectives at the end of each year through a report to the President.

Expected Results
Data will be available at pre-selected intervals, as well as on an ad hoc basis.

Use of Results
Establishment of more elaborate, detailed, and useful recording and reporting will be accomplished.

3. PLANNING PRIORITY VI.4

The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness.

Goal VI.4.B
The Office of Institutional Research and Planning will apply administrative computing systems' applications to retention/institutional effectiveness.

Objective
The Director of Institutional Research will assist in developing baseline and follow-up studies of retention.

Action Plan #13
Baseline data will be developed.

Budget
The Director will request assistance from the Director of OCIS.

Action Plan #14
A tracking plan will be developed.

Budget
The Director will request assistance from the Director of OCIS.

Action Plan #15
The Director will work with SUS colleagues to use information and systems they have developed.

Budget
Minimal travel funds may be needed.

Objective
The Director of Institutional Research will provide information to meet requested needs.

Action Plan #16
The Director of Institutional Research will develop additional data sources for use in decision making.

Budget
No change in resources needed.

Action Plan #17
The Director of Institutional Research will assist in the identification of information needs and the analysis of information.

Budget
No change in resources needed.

Assessment Method
Evaluation will be requested from constituent groups on an ongoing basis.

Expected Results
The achievement of the objectives leading to this goal will provide for more informed decision-making.

Use of Results
The results will identify areas that need additional attention by the Office of Institutional Research.

Public Relations

Statement of Purpose
Under the direction of the President and in keeping with the philosophy of the Board of Regents of the University System of Georgia, the Office of Public Relations is responsible for the overall visibility of the College within its service area - the eleven counties of Northwest Georgia. Services provided by the Office of Public Relations are designed to support the College's image within this extended community and to publicize the significant role which the College can, and does, play in the educational, economic, and recreational lives of the area's citizens.

1. PLANNING PRIORITY I.2

The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area.

Goal I.2.B
Increase visibility of outreach programs.

Objective
Develop strategies designed to enhance the visibility and quality of the visitation programs.

Action Plan #1
Create a Speakers Bureau by developing an effective program for providing speakers to schools and civic organizations, by assigning this responsibility to the appropriate office on campus, and by developing an effective PR campaign to inform potentially interested constituencies of the availability of this service.

Budget
$250 in brochure and mailing costs.

Goal I.2.E
Increase public visibility via media outlets in the College's service area.

Objective
Increase the visibility of Dalton State College, its mission, activities and the options available for students and the public. The number of general news releases and feature stories sent to all area media will increase by approximately 10% over the 1997-1998 academic year.

Action Plan #2

Create and disseminate press releases and public service announcements to area newspapers, television stations, radio stations providing information about the following: recurrent events such as testing dates, registration, and graduation, release of specific student lists (e.g., Dean's list, lists of graduates), and information about "public" events such as Fine Arts and Lecture Series performances.

Budget
No increase in funding necessary.

Assessment Method
Documentation (maintaining accurate records of press releases sent to area media and copies of clips of the articles and briefs that are actually printed) to show increased productivity.

Expected Results
Students, faculty, staff and public will express satisfaction with College publications.

Use of Results
Any perceived weaknesses or suggestions from the College community will be used to improve public relations efforts of the College.

Action Plan #3

Develop a Public Relations Web page for the Dalton State College Web site that would provide a continually updated list of upcoming events.

Budget
$0

Assessment Method
Record keeping systems are now in place within the Office of Public Relations that support verification of the press releases and public service announcements that have been produced. The annual report of the Office of Public Relations will chronicle increased activity and attempt to assess the impact of the office's performance.

Expected Results
An up-and-running Web site that will provide information to the public.

Use of Results
Assessment of the work produced under the 1997-98 implementation plan will contribute to the Public Relations planning process for 1998-99.

Action Plan #4

Redefine the "look" of Dalton State College publications to better reach the target market by creating a more unified "look" using only one "designer" and one predominant theme or message in all printed materials.

Budget
An additional onetime cost of between $20,000 to $50,000 for creation of materials.

Assessment Method
Student, faculty, staff and public surveys will be used to gauge interest and usefulness of the new College look and design.

Expected Results
With the assistance of an educational marketing consulting firm, produce a new College logo and a "marketing strategy" that will address the expected changes that will occur when the College begins offering four-year programs and changes its name.

Use of Results
Help with College recruiting strategy to increase student enrollment and use survey results to improve new publications.

Dean of Academic Affairs

Statement of Purpose
The Office of the Dean of Academic Affairs provides oversight of academic programs, supervising the chairs of instructional divisions and departments as well as the director of the library and the Center for Business and Community Development. The Dean of Academic Affairs works with the President, the Registrar and Director of Admissions, the Dean of Student Affairs, and the Comptroller to coordinate administrative functions and campus-wide decision making.

1. PLANNING PRIORITY II.4

The College will convert to the semester system.

Goal II.4.A
Encourage Creative Course Packaging.

Objective
Under the semester system, the schedule of courses will include greater variety in the frequency and duration of class meetings, the length of academic terms, and the number of credit hours per course.

Action Plan #1
Division chairs will explore suitable options and will recommend appropriate courses to the Dean of Academic Affairs as part of the semester class schedule.

Budget
$0

Assessment Method
Enrollments in all classes will be monitored and the reactions of students and instructors will be asked to comment on the various course options.

Expected Results
The greater variety of course options will result in a more flexible schedule that better meets the needs of a diverse student population.

Use of Results
Increased scheduling options will assist students in successfully completing their academic programs in a timely manner.

Goal II.4.B
Continue providing information to the Dalton State College community concerning the conversion to the semester calendar.

Objective
Encourage former students to resume their academic work.

Action Plan #2
Advertise to the community that former students may continue their academic program without forfeiting credit for previously completed courses.

Budget
$500

Assessment Method
Tally the number of students who reenroll and who last attended prior to fall 1998.

Expected Results
Former students are fully aware of the opportunity to complete their program of study.

Use of Results
More former students will return to the College and successfully complete their degree and certificate programs.

2. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.A
Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities.

Objective
The Dalton State College P-16 Committee will sponsor and promote activities designed to introduce public school students to the College and to assist their academic success.

Action Plan #3
Through the PREP program, a growing number of at-risk middle school students in the area will benefit from on-site tutoring and from participation in classes and other educational events at the College.

Budget
Prep funds will cover all costs

Action Plan
A faculty/staff speaker's bureau will be established, and a descriptive brochure sent to public schools throughout the Dalton State College service area.

Budget
$500

Assessment Method
The number of participants will be recorded. Faculty, staff, and students who participate in these programs will be asked to evaluate their success.

Expected Results
Students in area school districts will become more knowledgeable of the College and its commitment to student success at all levels.

Use of Results
More students in K- 12 will have the desire and the academic preparation necessary to be successful at Dalton State College and other post-secondary institutions.

Goal I.X.1.M
Examine ways to increase the participation in joint enrollment programs (e.g., Post-Secondary Options Program).

Objective
Continue working with representatives of area high schools to schedule preferred courses and to enroll qualified P.S.O. students in Dalton and at all extended campus sites.

Action Plan #4
Representatives of the Registrar's Office and Extended Campus Site-Coordinators will work with area guidance counselors to assess and meet their P.O.S. needs.

Budget
$500 (travel)

Assessment Method
The enrollment and the success rate of high school students in Dalton State College classes will be monitored.

Expected Results
Existing post-secondary needs throughout the Dalton State College service area will be met.

Use of Results
The College will recruit an increasing number of full-time students from among the P.S.O. group.

3. PLANNING PRIORITY VI.1

The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive.

Goal VI.H
Utilize BANNER to enhance academic advising and registration.

Objective
Using BANNER software, the advisement and registration process will become more decentralized and personalized.

Action Plan #5
Individual faculty will be fully trained to use the BANNER Web page in advising and registering students.

Budget
$0

Action Plan #6
All academic advisement and registration will be conducted electronically in individual faculty offices.

Budget
$0

Assessment Method
Faculty and administrative staff will be asked to evaluate the success of the new advisement and registration process and to recommend improvements.

Expected Results
The advisement and registration process will be a more efficient and less stressful experience for students, faculty, and staff.

Use of Results
The more personalized approach to advisement and registration will have a positive impact on student retention and success.

Goal VI.I.G
Consider providing specialized advisors for undecided students.

Objective
Examine the needs of undecided students and the current system of academic advisement, to determine the feasibility and the advisability of assigning such students to specialized advisors who are best equipped to assist them in choosing a major field of study.

Action Plan #7
The Retention Task Force will continue to investigate the possibility of specialized advisement and will make an appropriate recommendation.

Budget
$0

Assessment Method
The President will review the recommendation of the Retention Task Force.

Expected Results
If it is determined that specialized advisement is in the best interest of the institution and its students, the appropriate administrative officers will prepare for its timely implementation.

Use of Results
If implemented, specialized advisement is expected to improve the retention and the academic success rate of undecided students.

4. PLANNING PRIORITY VII.I

The College will enhance its efforts to recruit and retain a diverse faculty, staff and student body.

Goal VII.I.A
Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students.

Objective
Increase public awareness of faculty openings and course offerings among the minority population.

Action Plan #8
Publicize job openings and course schedules in local media, especially outlets that target the minority community.

Budget
$500

Assessment Method
Monitor minority applications for faculty positions and minority student admissions applications.

Expected Results
The College will hire qualified minority faculty and will admit an increased number of minority students.

Use of Results
Recruitment of minority faculty and students will reflect the diversity of the Dalton State College service area.

Goal VIII.2.A
Make computer technology a part of every student's program of study at Dalton State College.

Objective
Prior to graduation, all students will have the opportunity to become computer literate.

Action Plan #9
All students will be strongly encouraged to take either a computer class or a class with a technology component before completing their program of study at Dalton State College.

Budget
$0

Assessment Method
Enrollments in appropriate classes will be monitored, and academic advisors will be asked to report on progress in this area.

Expected Results
An increased number of students will gain competency in the use of computer technology.

Use of Results
Students will be equipped to function effectively in a society where computer literacy is becoming a necessity.

Goal VIII.1.C
Examine ways to develop a more effective minority advisement program.

Objective
Consider appropriate changes, which will expand the activities of the organization, broaden its appeal, and strengthen support among campus faculty.

Action Plan #10
The Minority Advising Program Committee and other appropriate members of the faculty and staff will continue examining current initiatives and activities of the organization and will recommend appropriate changes.

Budget
$0

Assessment Method
Recommendations of the MAP Committee will be submitted to the Dean of Academic Affairs, the Dean of Student Affairs, and the President for further review.

Expected Results
Anticipated changes resulting from the examination of current initiatives and activities will be implemented by the MAP Committee.

Use of Results
To assist the success and retention of minority students at Dalton State College.

5. PLANNING PRIORITY 1.1

The College will broaden the scope and implementation of its programs and services to Northwest Georgia.

Goal IB.1
Survey to see if additional off-campus sites are needed.

Objective
Determine whether current off-campus sites are adequate for the College and its service area.

Action Plan #11
Extended Campus Site Coordinators will survey local high schools and community business leaders to determine whether current off-campus sites are adequate.

Budget
$450

Assessment Method
Written reports by site coordinators will be provided to the Dean of Academic Affairs and the Assistant to the Academic Dean for consideration, justifying any changes or additions to the current off-campus sites.

Expected Results
The responses will determine whether the College needs to reconfigure its off-campus sites.

Use of Results
Changes/additions to current off-campus sites would be made to reflect needs.

Goal IX.1.0
Enhance outreach information about North Georgia Mountains Youth Science and Technology Center (NGYSTC).

Objective
Provide opportunities for people throughout the six-county NGYSTC service area to be better informed and more involved in the activities of the organization.

Action Plan #12
Create a Web site with information about NGYSTC.

Budget
$250

Action Plan 13
Continue to hold "family science night" at area schools for students and their families.

Budget:
$200

Assessment Method
Traffic on the Web site will be monitored, and the number of "family science night" participants will be recorded.

Expected Results
More people will be aware of NGYSTC, and participation in "family science night" and other activities will increase.

Use of Results
As their knowledge of and interest in science and technology grows, more students will seriously consider careers in these fields.

Division of Business Administration and Social Sciences

Statement of Purpose
The BA/SS Division assists students in developing an ability to acquire data, understand relationships, process information, draw conclusions, and critically evaluate issues relate to the society and culture of the United States, both internally and externally.

1. PLANNING PRIORITY VII.3

The college will place more emphasis on internationalizing the curriculum.

Goal VII.3.B
Encourage faculty to incorporate international topics into classes.

Objective
Encourage faculty to incorporate international topics into classes.

Action Plan #1
Each division chair, head, or director will write a memo to his or her faculty encouraging each member to think seriously about incorporating further international topics into classes. Chairs will further encourage individual faculty members with previously demonstrated interest to continue to upgrade courses by adding further international topics.

Assessment Method
The memo will be written. Faculty members will be talked with about possibly including international topics in their classes.

Expected Results
Some methods of incorporating international topics into classes will be found and presented.

Use of Results
Some of the topics presented in "Expected Results" will be incorporated into classes. This use of international topics in classes will further encourage others to attempt to internationalize their curriculum.

Budget
$0

Goal VII.3.C
Investigate the development of additional courses with an international focus.

Objective
Investigate the development of additional courses with an international focus.

Action Plan #2
At a division meeting, charge each Regents' Advisory Group member to see, during the next Advisory meeting, if there is interest in starting new courses with an international focus.

Budget
None required.

Assessment Method
Those Regents' representatives will consult with others at their respective Advisory Group meetings.

Expected Results
Regents' representatives will report both to the division chair and at division meetings on the results of their inquiry at Advisory committee meetings.

Use of Results
If such courses are found both feasible and desirable, they will be designed by members of the division. If such courses are found neither feasible nor desirable, this goal will be eliminated from the Strategic Plan.

Developmental Studies

Statement of Purpose
The Division of Developmental Studies was established to provide courses in Reading, English and Mathematics to students entering college who were deficient in one or more of these areas of study. The courses are designed to bring students to college level proficiency in the respective area.

1. PLANNING PRIORITY III.1

The college will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated.

Goal III.1.N (New)
Implementing a campus-wide COMPASS-testing services.

Objective
Locate a place that is suitable for computerized testing for a group of college applicants.

Action Plan #1
Coordinator of Developmental Studies and Registrar will meet with President and Director of OCIS as the new building comes on line find the most suitable room to accommodate computerized testing.

Budget
$0

Assessment Method
The coordinator of DS, registrar, president and OCIS director will meet.

Expected Results
A room in either H-44 or Sequoya will be designated as the site of COMPASS testing.

Use of Results
A floor plan for the room will be developed for COMPASS testing.

Objective
Design a floor plan for the COMPASS-testing site.

Action Plan #2
The Coordinator of Developmental Studies will meet with the Director of OCIS to plan a suitable floor plan for the room.

Budget
$0

Assessment Method
The Coordinator of DS and the Director of OCIS will meet.

Expected Results
A suitable floor plan for computer-based testing will be designed.

Use of Results
A budget for implementing the testing program will be developed.

Objective
Develop a budget to implement a campus-wide COMPASS-testing program.

Action Plan #3
Coordinator of Developmental Studies and the Registrar will meet to define the needs of a COMPASS test setting. This will include furniture, hardware and personnel.

Budget
$0

Assessment Method
The coordinator of DS and the Registrar will meet.

Expected Results
A budget that will meet the needs of the testing program will be developed.

Use of Results
The budget will be presented to the President and the comptroller for possible inclusion into the overall college budget.

2. PLANNING PRIORITY III.1.A

The college will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated.

Goal III.1.A
Consider reinstituting developmental studies learning labs (i.e., provide separate labs for developmental and credit math classes.)

Objective
Decide whether it is feasible and desirable to implement learning labs devoted exclusively to developmental studies classes.

Action Plan #4
Director of math lab will monitor lab traffic.

Budget
If a second lab is implemented additional funds will be needed. Director: $30,000.

Assessment Method
Math lab director will present traffic report to division chair.

Expected Results
Math lab traffic may justify the consideration of two labs.

Use of Results
If lab traffic justifies an additional lab and there is space available, a second math lab will be implemented.

Action Plan #5
Developmental Studies coordinator will meet with President and Academic Dean as space is allocated in new building.

Assessment Method
Developmental Studies coordinator will meet with President and Dean.

Expected Results
The possibility of space for a second lab will be determined by this meeting.
Additional student assistants: 4 x 20 hours @ 5.15 = $412. TOTAL = 30,412.

Department of Health, Physical Education and Recreation

Statement of Purpose
The Health, Physical Education and Recreation Department's focus is the importance of a lifetime commitment to personal wellness for all individuals. This focus is supported through the course offerings of the program and their contributions to the social, mental, emotional, spiritual, and physical well being of the individual. The physical aspects of wellness are central to the individual's enjoyment of many activity courses. Students are encouraged to develop sufficient strength and fitness to be able to participate fully now and later in life. Students are also exposed to the concepts of wellness through health and fitness assessment courses. Throughout its program, the Health, Physical Education and Recreation Department is committed to offering quality activities which support the mission of the College.

1. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.P
Enhance discipline-based collaboration with K-12 faculty.

Objective
All interested K-12 faculty will be informed of College level expectations and requirements in Health, Physical Education and Recreation.

Action Plan #1
The Academic Dean will write a letter to all principals K-12 in the College service area indicating the institution's interest in providing Health, Physical Education and Recreation Department faculty with information for the high school classes concerning current College objectives and requirements.

Budget
$0

Action Plan #2
Department chair will determine which College faculty are interested in participating in a collaborative effort with K-12 faculty.

Budget
$0

Action Plan #3
The Health, Physical Education and Recreation faculty will mail a letter to schools offering to visit interested K-12 faculty and students.

Budget
$0

Action Plan #4
The Health, Physical Education and Recreation faculty will visit with K-12 faculty and students when requested.

Budget
$0

Assessment Method
This will be determined by the number of K-12 faculty responding to the College's Health, Physical Education and Recreation faculty invitations.

Expected Results
K-12 faculty will respond to the College's offer.

Use of Results
The number and type of responses will determine future strategies, including whether program should be continued or modified.

2. PLANNING PRIORITY VI.3

The College will expand extracurricular opportunities for all students.

Goal VI.3.F
Explore the possibility of intercollegiate athletics.

Objective
To study the possibility of instituting an athletic program at Dalton State College.

Action Plan #5
Implement recommendations of the report of the President's Committee on Athletics struck in 1997-1998 to look into the positive and negative consequences of Dalton State College's entrance into intercollegiate athletics.

Budget
$0

Assessment Method
Action by the President on committee recommendations.

Expected Results
Dalton State College's entrance into some intercollegiate athletics.

Use of Results
If recommendations approved by President, the Health, Physical Education and Recreation faculty will start preparations for intercollegiate athletics at Dalton State College.

Goal VI.3.B
Enhance the variety and availability of intramural athletics.

Objective
To expand and engage students in a variety of intramural athletics on campus.

Action Plan #6
Implement results of student survey conducted with Student Activities Department in 1997-1998 to ascertain student interest in intramural activities.

Budget
$0

Assessment Method
Action taken on results of student survey.

Expected Results
New and expanded intramural athletic programs for Dalton State College students.

Use of Results
If recommendations approved by President, the Health, Physical Education and Recreation faculty will add new intramural activities on campus.

Division of Humanities

Statement of Purpose
The Division of Humanities supports the General Education Goals of Dalton State College in a variety of ways. When the Division offers its courses in Developmental English and Reading, Learning Support English and Reading for our Technical Division, Communication Skills and Reading Skills for our Technical Division, Freshman Composition, Creative Writing, World Literature, Electronic Humanities, Speech, Fine Arts Appreciation, French, Spanish, and Cinema, the Division supports the academic program and purpose of the College while functioning squarely within the mission and strategic plan.

1. PLANNING PRIORITY III.1

The College will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated.

Goal III.1.C
Upgrade language labs (multi-media lab).

Objective
Provide language proficiency resources and equipment to enhance student learning.

Action Plan #1
The Division chair, in consultation with the foreign language faculty, will examine available equipment and decide which of this equipment will best suit the College's needs.

Budget
Not currently known. Comptroller's Office will have the specifications and order information on this multi-thousand-dollar upgrade of the language lab.

Assessment Method
Equipment will be chosen, approved, and ordered.

Expected Results
The equipment will be received and installed in the new Bell Building.

Use of Results
The equipment will be used by faculty and students to best teach students.

Goal III.1.D
Investigate offering music-related courses.

Objective
Investigate offering music-related courses.

Action Plan #2
Inquire of the Academic Dean and the President if there is support for offering music-related courses. At a Division meeting, discuss the feasibility of offering music-related courses and what types of courses we might realistically offer that can receive transfer credit.

Budget
No additional monies are anticipated unless a course or courses are created.

Assessment Method
Discuss this objective in a Division meeting and on a one-to-one basis.

Expected Results
There will be discussion of the topic. Division members will have to know if transfer credit will be available for such courses. Since this time is not one for proliferation of courses, each course will be examined in detail. Since no member of the current Division faculty has a graduate degree in music, a new faculty member would have to be hired if music-related courses were to be approved.

Use of Results
If a course is approved, it will be created by the Division, approved by the Division, and submitted to Academic Council. A job flyer will be created to hire a new teacher. If a course is not approved, this goal will be reassessed in the 1999-2000 Implementation Plan.

Goal VII.3.C
Investigate the development of additional courses with an international focus.

Objective
Investigate the development of additional courses with an international focus.

Action Plan #3
At a Division meeting, charge each Regent's Advisory Group member to see, during the next Advisory meeting, if there is interest in starting new courses with an international focus for credit.

Budget
No additional monies are anticipated.

Assessment Method
Ask at these meetings if our peers approve the concept of starting new courses with an international focus for credit.

Expected Results
There will be discussion of the topic. Members will have to know if transfer credit will be available for such courses. Since this time is not one for proliferation of courses, each course will be examined in detail.

Use of Results
If a course is approved, it will be created by a Division, approved by the Division, and submitted to Academic Council. If a course is not approved, this goal will be reassessed out of the Strategic Plan.

Goal III.1.H
Investigate offering team building/leadership/communication skills courses.

Objective
To propose for approval at Academic Council and offer courses in team building/leadership/communication skills.

Action Plan #4
Create Communication 2410: Electronic Presentations.

Budget
A grant will be sought to pay for some of the initial equipment and software. If the grant is approved, creation of the course will continue. If the grant is not approved, a careful budget request will be created and submitted locally.

Assessment Method
Distribute a proposed syllabus of Communication 2410 to the Division, and bring it to a Division meeting for a thorough discussion and a vote.

Expected Results
Since communicating electronically is an important and growing part of our lives and those of our students, the course should be approved.

Use of Results
A proposal that gets a favorable reaction will be closely examined for inclusion in the curriculum of a particular program, probably in Area F.

2. PLANNING PRIORITY V.1

The College will expand professional development activities for the faculty and staff.

Goal V.2..1
Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

Objective
Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

Action Plan #5
Faculty will apply for grants, College Foundation and tuition supports to help with research, publications, travel abroad programs, doctoral and other professional developments activities, as well as to fund equipment and software costs for new courses. Each Division member will be encouraged to apply for relevant professional development opportunities at home and abroad.

Budget
Each action plan will entail its own expense or lack of expense from other than College sources. No College monies are required.

Assessment Method
Each of the action plans is examined for ways to enhance instruction, publication, and professional development.

Expected Results
The faculty who have taken part in these action plans will apprise the rest of the faculty of their results and the opportunities that remain.

Use of Results
As the benefits and pleasures of the completed action plans are made known, more faculty members will actively search for ways to meet this objective and enhance their teaching, publication record, and professional development.

3. PLANNING PRIORITY V2

The College will encourage faculty and staff to participate in creative work for enhancing campus quality of life.

Goal V.2.B
Explore the need for programs and activities to enhance the quality of life in faculty and staff.

Objective
Assess the needs of faculty and staff.

Action Plan #6
Discuss at a divisional meeting the results of Faculty and Staff Quality of Life Survey conducted in 1997-1998.

Budget
$0

Assessment Method
The meeting will generate a list of items to enhance the quality of life of faculty. These items will be ranked in order of importance.

Expected Results
Important items on the list that will be presented for implementation.

Use of Results
Selected items will be incorporated into he operating procedures of the Division. Other items may reveal inadequacies that need to be addressed through additional programs or training.

4. PLANNING PRIORITY VII.1

The College will enhance its efforts to recruit and retain a diverse faculty, staff, and student body.

Goal VII.3.-1
Investigate offering additional foreign language courses.

Objective
Propose additional foreign language courses to the Dalton State College curriculum.

Action Plan #7
The Division Chair will ask his Division to consider the possibility of offering additional foreign language courses and to suggest possibilities.

Budget
No additional monies should be necessary unless a new faculty member position is approved.

Assessment Method
During a later Division meeting, after Division members have had time to think, talk among themselves, even consult with other colleagues, the objective will be brought to the floor and formally discussed.

Expected Results
Some faculty in the Division have foreign language expertise in languages other than the currently offered French and Spanish. These faculty may or may not wish to teach new languages. Should the faculty vote for new courses, it is entirely possible that we will need to recruit a new teacher.

Use of Results
The feasibility of hiring a new teacher will be thoroughly explored. If a current faculty member has the expertise, the graduate hours, and the desire to teach a new language course, a replacement teacher will be needed to teach the vacated courses in another discipline.

Goal VII.E *(New)*
Develop an assessment of language proficiency for students whose native language is not English.

Objective
Sort and classify bilingual students into language-appropriate classes.

Action Plan #8
Select and utilize pertinent units of linguistic measurement, and permit use of more than one measure to provide flexibility in admissions procedure.

Budget
$0
Assessment Method
TOEFL, Reading and English Components of College Placement Exam, and COMPASS Exam.

Expected Results
Placement of bilingual students in appropriate classes is expected to result in improved language proficiency, which may be expected to ameliorate the general learning process.

Use Of Results
The use of one or more linguistic assessment measures to place bilingual students in appropriate classes will assist in the improvement of the College's ESL program.

Goal VII.3.B
Encourage faculty to incorporate international topics into classes.

Objective
Find and suggest various ways on internationalizing the Dalton State College curriculum.

Action Plan #9
The Division will add one international essay topic into its end-of-term essay topic exams, and faculty advisors will promote events with international perspectives. The word "Western" will be dropped from the World Literature classes, and faculty will be formally encouraged to add readings from non-western writers into these courses.

Budget
No additional need for funds is forecast at this time.

Assessment Method
Increased student membership and activities in clubs with an international focus (e.g., The Spanish Club).

Expected Results
In the annual assessment Division meeting during spring 1999, the expected results of the action plans will be discussed and later reported.

Use Of Results
Successful action plans will be continued; any unsuccessful plans will be probed to discover problems, and these problems should be surmounted.

Goal VII.3.C.
Investigate the development of additional courses with an international focus.

Objective
Add courses with an international focus to the Dalton State College curriculum.

Action Plan #10
The Division will add French 2202 (Intermediate French II); Spanish 2202 (Intermediate Spanish II); Spanish 1101 (a special course to policemen); three courses in English as a Second Language beginning fall 1998; and will vote on a proposal to add two semesters of English Literature and two semesters of American Literature to the Division's offerings. These proposed courses would be possible alternatives to World Literature. At a Division meeting, the chair will also charge each Regents' Advisory Group member to see, during the next Advisory meeting, if there is interest in starting new course with an international focus for credit.

Budget
No additional monies should be necessary.

Assessment Method
The proposals of English and American Literature will be brought before a meeting of the entire Division. Also, ask at these meetings if peers approve the concept of starting new courses with an international focus for credit.

Expected Results
The Division will approve the addition of the English and American Literature courses. The courses will be taken to Academic Council for a vote. If approved, the courses will be added to the 1999-2000 College catalog. The courses will first be offered fall semester, 1999. On whether peers would approve new courses with an international focus, there will be a discussion of the topic. Faculty will have to know if transfer credit will be available for such courses. Each course proposed will be examined in detail.

Use of Results
Student enrollment will let us know if these new courses are viable. If enrollment is small, we will take the appropriate action. The Division will develop approved new courses and submit to Academic Council. Other courses proposed but not approved will be reassessed in the 1999-2000 Implementation Plan.

Goal VII.3.D
Investigate requiring a course with an international focus.

Objective
To add a required course with an international focus to the Dalton State College course offerings.

Action Plan #11
Division chairs and institutional representatives will meet to survey programs of study to determine the feasibility of requiring a course with an international focus.

Budget
No additional monies can be anticipated until a course passes this exhaustive review and discussion process.

Assessment Method
Chairs will have an in-depth discussion of the topic.

Expected Results
Some programs will lend themselves to consideration for the development of an additional course with an international focus. It will be inappropriate for some programs to add an additional course with an international focus.

Use Of Results
Proposals that meet with a favorable reaction will be closely examined for inclusion in the curriculum of a particular program.

5. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.P
Enhance discipline-based collaboration with K-12 faculty.

Objective
Division will initiate interaction between Humanities Division faculty and K-12 faculty of service area schools.

Action Plan #12
The Academic Dean will write letters to local K-12 principals, initiating contact and asking permission for College faculty to make appropriate presentations. A separate letter from particularly interested faculty in the Humanities Division will be mailed to Humanities heads in area schools.

Budget
$16 for postage

Assessment Method
The Division will count the number of contacts made to the Division.

Expected Results
Various Humanities heads will schedule dates and times to visit their schools.

Use of Results
Feedback from faculty will be used to modify future information plans. Results from the visits and information sessions will be used to assess the preparation level of incoming students.

Division of Natural Sciences and Mathematics

Statement of Purpose
The Natural Sciences and Mathematics Division offers mathematics, science and computer science courses to serve the needs of students in the various Divisions of the College. The Division is committed to offering high quality general education programs that support the mission of the College.

1. PLANNING PRIORITY VIII.3

The college will increase its technological offerings to keep pace with demands.

Goal VIII.3.B
Explore the creation of a foundational levels skill course for natural science courses.

Objective
Study the need for foundational level skills courses.

Action Plan #1
The division chair will appoint a committee to study the need for such courses.

Budget
$0

Assessment Method
The committee will meet and produce a report with recommendations to the chair.

Expected Results
The committee will report its findings to the division chair.

Use of Results
If the recommendation is to create such courses, the chair will appoint appropriate committees to design these courses.

2. PLANNING PRIORITY VII.3

The college will place more emphasis on internationalizing the curriculum.

Goal VII.3.B
Encourage faculty to incorporate international topics into classes.

Objective
Encourage faculty to incorporate international topics into classes.

Action Plan #2
Division chair will write a memo to faculty encouraging each member to think seriously about incorporating further international topics into classes. Chair will further encourage individual faculty members with previously demonstrated interest to continue to upgrade courses by adding further international topics.

Budget
$0

Assessment Method
Chair will write memo to faculty about possibly including international topics in their classes.

Expected Results
Some methods of incorporating international topics into classes will be found and presented.

Use of Results
Some of the topics presented in "Expected Results" will be incorporated into classes. This use of international topics in classes will further encourage others to attempt to internationalize their curriculum.

Goal VII.3.C
Investigate the development of additional courses with an international focus.

Objective
Add courses with an international focus to the Dalton State College curriculum.

Action Plan #3
At a Division meeting, chair will charge each Regents' Advisory Group member to see, during the next Advisory meeting, if there is interest in starting new courses with an international focus.

Budget
$0

Assessment Method
The Regents' representatives will consult with others at their respective Advisory Group meetings.

Expected Results
Regents' representatives will report both to the division chair and at division meetings on the results of their inquiry at Advisory committee meetings.

Use of Results

If such courses are found both feasible and desirable, they will be designed by members of the division. If such courses are found neither feasible nor desirable, this goal will be eliminated from the division's strategic plan.

Division of Nursing

Statement of Purpose
The Nursing Division provides an associate degree program of study that leads to licensure as a registered nurse who is ready to enter the workforce as a safe, effective, critically thinking practitioner. The division is committed to functioning within the overall mission and strategic plan of Dalton State College.

1. PLANNING PRIORITY VII.3

The college will place more emphasis on internationalizing the curriculum.

Goal VII.3.B
Encourage faculty to incorporate international topics into classes.

Objective
Encourage faculty to incorporate international topics into classes.

Action Plan #1
Division chair will write a memo to faculty encouraging each member to think seriously about incorporating further international topics into classes. Chair will further encourage individual faculty members with previously demonstrated interest to continue to upgrade courses by adding further international topics.

Budget
$0

Assessment Method
Chair will write memo to faculty about possibly including international topics in their classes.

Expected Results
Some methods of incorporating international topics into classes will be found and presented.

Use of Results
Some of the topics presented in "Expected Results" will be incorporated into classes. This use of international topics in classes will further encourage others to attempt to internationalize their curriculum.

Goal VII.3.C
Investigate the development of additional courses with an international focus.

Objective
Add courses with an international focus to the Dalton State College curriculum.

Action Plan #2
At a Division meeting, chair will charge each Regents' Advisory Group member to see, during the next Advisory meeting, if there is interest in starting new courses with an international focus.

Budget
$0

Assessment Method
The Regents' representatives will consult with others at their respective Advisory Group meetings.

Expected Results
Regents' representatives will report both to the division chair and at division meetings on the results of their inquiry at Advisory committee meetings.

Use of Results
If such courses are found both feasible and desirable, they will be designed by members of the division. If such courses are found neither feasible nor desirable, this goal will be eliminated from the division's strategic plan.

Division of Technical Education

Statement of Purpose
The Technical Division will provide professional curricula for students who are already in or wish to enter the workforce upon completion of an associate degree, certificate, or mini-certificate. The Division is committed to offering high quality technical programs that support the mission of the College.

1. PLANNING PRIORITY III.1

The College will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated.

Goal III.1.G
Investigate offering manufacturing processes/carpet business related courses.

Objective
To investigate restructuring some curriculum in one and two year programs to further strengthen those programs in light of the BAS degree program.

Action Plan #1
The Technical Division staff and faculty will work with the new division head in the new four-year degree program to determine what courses are needed at the freshman and sophomore levels. Implementation of courses prior to the initiation of the four-year degree would premature.

Budget
The need exists for $3500 to develop procedures and publicity.

Assessment Method
An industry survey will be utilized with the assistance of the Carpet Advisory Committee.

Expected Results
Results of the survey will help determine what courses need to be modified and what other courses need to be offered.

Use of Results
Determine the feasibility of offering carpet-related courses.

Objective
To continue dialogue with industry representative regarding their future needs, especially in the areas of computer-related, electronic, and design technology.

Action Plan #2
Work closely with representatives of the advisory committee regarding their needs.

Budget
$700 (to pay for dinner meeting with committee).

Assessment Method
Advisory Minutes will be used to assess needs.

Expected Results
Determine what courses are needed.

Use of Results
Curriculum will be modified based on results.

2. PLANNING PRIORITY IV.1

While maintaining its broad array of cultural, recreational, and personal interest programming, the Center for Continuing Education and the Technical Division will become more heavily involved in providing services for area business and industry.

Goal IV.1.A
Conduct periodic needs assessments.

Objective
To continue to perform needs assessments to define new or enhanced program needs in the community.

Action Plan #3
Collaborate with the Center for Continuing Education to gain formal and informal input into programming needs.

Budget
$300 for development and distribution of mailouts.

Assessment Method
To be developed.

Expected Results
To sharpen focus on what the educational needs are for the community.

Use of Results
Offer more programs targeting specific business and industry needs.

Goal IV.1.D
Consider expanding the Work Keys Center.

Objective
To Collaborate on marketing business and industrial applications of the Work Keys system.

Action Plan #4
The Technical Division will develop a working relationship with the Center for Continuing Education to promote and deliver Work Keys' services to business and industry. The remainder of the Technical Division programs will also be profiled.

Budget
$4,600 annual budget (recertification: $1,200; postage: $400; $3,000: shipping and material).

Assessment Method
A quantitative and qualitative review of industries served will be reviewed.

Expected Results
Work Keys' services will be more fully utilized by area business and industry. In addition, each Technical Division program will have an outline of basic skills needed by graduates to fulfill industry expectations.

Use of Results
Work Keys should link industry expectations of worker skills with jobs available. Increased retention of their work force should also result.

Objective
To consider hiring a well-respected individual from the industrial community to be a part time marketer for Work Keys.

Action Plan #5
The Center for Continuing Education will concentrate on marketing Work Keys, while the Technical Division will target "profiling." Both departments will collaborate on the training needs that are identified.

Budget
Departments will work out budgeting arrangements.

Assessment Method
To be developed.

Expected Results
To be developed.

Use of Results
To be developed.

3. PLANNING PRIORITY VIII.3

The College will increase its technological offerings to keep pace with the demands.

Goal VIII.3.-1
Investigate the need for additional computer-use courses/workshops.

Objective
To gain input on appropriate curriculum for networking degree from prospective employers, as well as from other educational institutions.

Action Plan #6
Conduct a needs assessment survey of area employers and educational institutions, and ascertain necessary resources for program.

Budget
$500 for materials and postage.

Assessment Method
Data will be gathered through the recommendations and input of appropriate Advisory Committees. Written surveys as well as informal data gathering methods will be used with those targeted.

Expected Results
Updated curriculum in the computer programs of operations, applications, and service, as well as in the Office of Technology areas.

Use of Results
Prepare DSC certificate and two-year degree graduates, either to compete more fully for high tech careers, or to continue their education with newly available four-year degree programs.

Action Plan #7
Market program in the College service area.

Budget
$200-$300 for brochure preparation and distribution. Up to $500 for possible use of paid advertising.

Assessment Method
The brochure and other forms of marketing will be discussed at the Networking Advisory Committee meeting.

Expected Results
Increased enrollment in the program.

Use of Results
Industry employment needs for competent networking employees will be met.

4. PLANNING PRIORITY IX.4

The College will develop additional mechanisms by which to collaborate with service area businesses and local, state, federal, and private agencies.

Goal IX.4.C
Explore the development of visiting communities to educate area businesses regarding the skills and competencies that our programs of study provide.

Objective
To collaborate with the Center for Continuing Education in presenting both credit and non-credit options available to industry.

Action Plan #8
Conduct a needs assessment survey of area employers and educational institutions, and ascertain necessary resources for program. Accompany Continuing Education personnel on industry visits when appropriate.

Budget
$300 for mailouts and follow-up visits.

Assessment Method
To be determined during Plan Implementation Year 3.

Expected Results
Service the community with competent graduates in fields where job vacancies exist.

Use of Results
Keep career programs technologically updated and employment of graduates at appropriate levels.

Department of Adult Literacy

Statement of Purpose
To enable every adult learner in the service delivery area (SDA 2, Whitfield and Murray counties) to acquire the necessary basic skills – reading, writing, computation, and listening – to compete successfully in the workplace and strengthen community and family foundations by providing quality educational opportunities in adult basic skills utilizing qualified personnel and state of the art technology.

1. PLANNING PRIORITY IV.2

The College will broaden and promote its adult literacy program.

Goal IV.2.-1
Explore alternative models for providing adult literacy programs/services.

Objective
The adult literacy program will technologically up date computers and software to facilitate student learning.

Action Plan #1
The adult literacy staff will continually examine technology information needs for adult learners.

Budget
$0

Action Plan #2
The adult literacy director will purchase new equipment on an on-going basis to replace outdated computer stations.

Budget
$10,000

Objective
The adult literacy program will determine the need for "traditional" classroom structure learning classes.

Action Plan #3
Adult Literacy students will be surveyed during the 1998 summer and fall.

Budget
$0

Assessment Method
Environment scanning for technology information and student data Survey will be analyzed.

Expected Results
Updated technology will improve student recruitment, attendance, and learning gains. Alternative to individualized instruction will increase student retention, learning gains, and satisfaction.

Use of Results
The results will assist in modifying the adult literacy instructional methodology to meet student learning needs.

Goal IV.2.B
Consider offering weekend GED Classes.

Objective
The adult literacy program will determine the community need for weekend GED classes.

Action Plan #4
Adult literacy students will be surveyed during the 1998 summer.

Objective
The adult literacy program will began Saturday GED classes September 1998.

Action Plan #5
The adult literacy program will review Saturday GED attendance and enrollment records in June 1999.

Budget
$0

Action Plan #6
Examine FY 99 Adult Literacy Budget during July 1998.

Budget
$0

Assessment Methods
Survey data will be analyzed and FY 99 Adult Literacy Budget will be examined.

Expected Results
The results will assist in modifying the adult literacy class schedule to meet student learning needs, identify barriers in offering GED weekend classes, and identify need for weekend classes.

2. PLANNING PRIORITY I.3

The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities.

Goal I.3.D
Expand the ESL Program for Adult Literacy.

Objective
The adult literacy program will determine the need for expansion of the ESL program.

Action Plan #7
ESL students will be surveyed during summer and fall 1998. Other local providers of ESL programs will be surveyed during the 1998 summer and fall.

Budget
$0

Action Plan #8
Saturday ESL classes will begin September 1998.

Budget
$5,000

Action Plan #9
Nightly ESL classes will begin September 1998.

Budget
$5,000

Assessment Method
The adult literacy program will determine the need for expanding and maintaining the ESL Program.

Use of Results
The results will assist in modifying the ESL schedule to meet student learning needs.

Center for Continuing Education

Statement of Purpose
The Center for Continuing Education at Dalton State College provides assessment, planning, implementation, and evaluation of noncredit continuing education outreach programming.

1. PLANNING PRIORITY III.1

The College will enhance the quality of its existing pre-baccalaureate, technical and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated.

Goal III.1.G
Investigate offering manufacturing processes/carpet business related courses.

Objective
The Center will survey the educational training needs of the carpet industry.

Action Plan #1
The Center will meet with carpet industry spokespersons.

Budget
No charge in resources needed.

Action Plan #2
The Center will conduct a focus group of community and carpet industry representatives.

Budget
No charge in resources needed.

Action Plan #3
The Center will do a telephone survey of the carpet industry.

Budget
No charge in resources needed.

Objective
The Center will estimate the number of potential students who need training.

Action Plan #4
The Center will analyze data gained from surveys, focus groups, and training.

Budget
The assistance of the Office of Institutional Research and Planning will be requested.

Assessment Method
The Director of the Center will evaluate the progress of these objectives at the end of the year through a report to the Dean of Academic Affairs.

Expected Results
There will be courses that could be offered for the carpet industry.

Use of Results
Results will inform decision-making regarding possible implementation of courses for the carpet industry.

2. PLANNING PRIORITY IV.1

While maintaining its broad array of cultural, recreational, and personal interest programming, the Center for Continuing Education and the Division of Technical Education will become more heavily involved in providing services for area business and industry.

Goal IV.1.1
Conduct periodic needs assessments.

Objective
The Center will conduct periodic need assessments.

Action Plan #5
Visits will be scheduled with Personnel Directors and Human Resource Directors to conduct a needs assessment study from selected businesses and industries in the Center's service area.

Budget
Travel funds.

Action Plan #6
A needs assessment instrument will be sent to each business and industry which conducted contract training through the Center.

Budget
Printing and postage.

Assessment Method
The Director of the Center will evaluate the results of the needs assessment interviews and instruments.

Expected Results
Topics and types of courses needed will be identified.

Use of Results
Results will provide specific courses required for meeting training needs.

Goal IV.1.C
Become more involved in economic development activities.

Objective
The Center will become actively involved in local, regional, and state economic development organizations and committee activities.

Action Plan #7
The Director will attend and participate in the Georgia Economic Developers Association's Workforce Development and Education Committee. Center personnel will participate in the Georgia Adult Education Association.

Budget
Membership dues and travel expenses

Action Plan #8
The Director will attend the meetings of the Northwest Georgia Regional Advisory Council.

Budget
Travel expenses

Action Plan #9
The Director will attend and participate in local Chamber of Commerce economic development activities including the Education is Essential Workforce Development Committee.

Budget
Travel expenses.

Action Plan #10
The Contract Training Coordinator will attend state and regional meetings of the Quick Start Training Peer Group.

Budget
Registration and travel expenses.

Assessment Method
New resources developed through networking will be identified.

Expected Results
New courses, content, and methods of providing economic development information will be identified.

Use of Results
A new series of courses on economic development will be designed to provide better services for area business and industry.

3. PLANNING PRIORITY VII.4

The College will develop ways to bring the minority populations of the service area into the life of the institution to a greater degree.

Goal VII.4.C
Expand public outreach through the Center for Continuing Education.

Objective
The Center will develop ways to expand its outreach to the minority population within the Dalton State College service area.

Action Plan #11
The Center will design specific course offerings designed to meet the needs of the minority population in the Dalton State College service area.

Budget
No change in resources needed.

Action Plan #12
Identify new drop off points for brochures on specialized programs geared toward the minority community.

Budget
Printing costs.

Action Plan #13
Promote programs utilizing advertising mediums such as radio and newspapers whose consumer demographics are largely parts of the minority population with in Dalton State College service area.

Budget
Advertising costs as identified.

Assessment Method
New courses offered.

Expected Results
Greater degree of participation in the life of the institution by the minority population.

Use of Results
Establish courses that will be offered continuously as part of the Center's program.

Goal VII.4.F
Establish outreach to students from all parts of the minority community (e.g., Centro Latino, churches, etc.).

Objective
The Center will coordinate its efforts to identify and work with representatives from all parts of the minority community.

Action Plan #14
Conduct focus group meetings with leadership from Latino community to determine educational and training needs.

Budget
Printing, postage, and refreshments.

Assessment Method
The number and type of courses developed, as a result of the focus group meetings will be monitored.

Expected Results
Courses will be offered throughout the year to the Latino community.

Use of Results
Feedback of the participants will be used to develop courses offered throughout the year as well as establish new courses as needed.

4. PLANNING PRIORITY IX.4

The college will develop additional mechanisms by which to collaborate with service area businesses and local, state, federal, and private agencies.

Goal IX.4.D (New)
Investigate the expansion of Elderhostel.

Objective
The Center will develop new and expanded relationships with state and local businesses and agencies in order to establish collaboration through Elderhostel.

Action Plan #15
The Elderhostel Coordinator will visit various sites around Georgia such as state parks and conference and retreat centers in order to discuss the feasibility of establishing them as new Dalton State College Elderhostel sites.

Budget
Travel

Objective
The Center will expand the types of Elderhostel courses offered.

Action Plan #16
The Elderhostel Coordinator will discuss, with the representatives of local and state sites what type of courses are relevant to their location and history in Georgia.

Budget
Travel and long distance telephone calls.

Assessment Method
Evaluate the programs and the site.

Expected Results
Establish new collaborations to promote and expand the Dalton State College Elderhostel program.

Use of Results
Feedback from the participants will determine the utilization of the different Elderhostel sites and programs.

Derrell C. Roberts Library

Statement of Purpose
The Derrell C. Roberts Library acquires, organizes, and makes accessible a collection of print and non-print resources which supports the curriculum of Dalton State College. The Library promotes the use of these resources by employing a qualified staff to provide bibliographic instruction and to assist users in the areas of reference, circulation, and media services. Resources and services are made available to the community to the extent that the Library's primary constituency – Dalton State College students, faculty, and staff – is not impaired.

1. PLANNING PRIORITY II.3

The College will continue to place significant emphasis upon the quality and accessibility of its library resources.

Goal II.3.-1
Adopt a goal of 100,000 volumes of good and balanced quality in the Library within 5 years.

Objective
The Library Director will assess the state of the existing collection and develop a plan for achieving growth and balance.

Action Plan #1
Use System collection analysis data to identify existing weaknesses, gaps and duplication in the collection.

Budget
Collection analysis funded by GALILEO System initiative.

Action Plan #2
Prepare reports for each division, which analyze the status of subject area collections.

Budget
$0

Action Plan #3
Involve faculty in the acquisition of new materials and the removal of outdated materials from each subject area collection.

Budget
$0

Action Plan #4
Add a minimum of 3,000 volumes to the library collection annually.

Budget
Additional $10,000-$15,000 for library acquisitions budget.

Assessment Method
Document the total number of volumes held including additions and withdrawals in the library annual report.

Expected Results
The number of volumes in the library will increase and the collection as a whole will more adequately support the college curriculum.

Use of Results
Collection analysis data will be maintained on an ongoing basis to provide for continuous collection evaluation.

Goal II.3.B
Evaluate the number and types of journal subscriptions.

Objective
The Library will offer a balanced collection of journals in both print and electronic formats that supports the college curriculum.

Action Plan #5
Compile lists of current journal subscriptions by subject area.

Budget
$0

Action Plan #6
Distribute subject lists to divisions for review requesting suggestions for additions and deletions.

Budget
$0

Action Plan #7
Based on faculty input, place or cancel journal subscriptions with vendor upon receipt of annual renewal list.

Budget
Library acquisitions budget.

Assessment Method
Maintain subject lists of journal subscriptions and document total number of subscriptions in library annual report.

Expected Results
The library journal collection will more adequately support the needs of students and faculty.

Use of Results
Subscription data will be provided to faculty on an annual basis to ensure ongoing evaluation of the journal collection.

Goal II.3.C
Investigate emerging technology to increase information access in the Library.

Objective
The Library will provide technologically up-to-date hardware and software to facilitate information access in a variety of formats.

Action Plan #8
The Library Director and the OCIS Director will communicate on a regular basis to share ideas on emerging technology.

Budget
$0

Action Plan #9
The Library Director will continue to participate in planning activities of the Regents' Academic Committee on Libraries including service on subcommittees appointed to examine technology issues.

Budget
Library travel budget.

Action Plan #10
The Library Director will implement all System funded technology initiatives.

Budget
Assistance from OCIS.

Action Plan #11
The library staff will continually examine electronic information needs not provided for by GALILEO and other System initiatives.

Budget
Minimum $5,000 addition to library acquisitions budget annually.

Action Plan #12

The Library Director will purchase new equipment on an ongoing basis to replace outdated equipment and to increase the number of workstations available to library users.

Budget
$10,000 - $15,000 annually.

Assessment Method
Document acquisition of equipment and electronic resources in the library annual report.

Expected Results
The number of workstations and online/CD databases available to library users will increase. Updated technology will improve circulation services and the library online catalog.

Use of Results
Usage of workstations and specific electronic resources will be monitored to determine future equipment and resource needs.

Goal II.3.G (New)
Implement Endeavor interconnected library system.

Objective
The Library will migrate from the PALS to the Endeavor online catalog and will use the Endeavor system to automate all circulation activities.

Action Plan #13

Participate in all Endeavor orientation and training sessions.

Budget
Staff time and library travel budget.

Action Plan #14

Install hardware and software necessary to operate Endeavor system.

Budget
Staff time and assistance from OCIS.

Action Plan #15

Migrate patron and item data from PALS and Columbia systems to Endeavor system.

Budget
Staff time with assistance from Endeavor training contact.

Action Plan #16
Introduce the Endeavor system and provide orientation to the online catalog module for faculty and library users.

Budget
Staff time.

Assessment Method
Document implementation by date and activity. Survey library users to determine satisfaction with Endeavor system.

Expected Results
User satisfaction with the Library's online catalog will increase. The amount of staff time required to perform routine circulation activities will decrease.

Use of Results
The Endeavor system will be monitored to enhance user satisfaction and to provide information for other System libraries scheduled for implementation later.

Goal II.3.E
Plan library expansion project.

Objective
Library staff will actively participate in the design phase of the library expansion project.

Action Plan #17
Meet with project architect and administration.

Budget
Staff time.

Action Plan #18
Solicit input from faculty, staff and students.

Budget
Staff time.

Assessment Method
Document project meetings and materials submitted to architect.

Expected Results
Project design will be completed and submitted for bids.

Use of Results
New construction design will form the basis for renovation plans for existing space.

Admissions

Statement of Purpose
The Office of Admissions is responsible for student recruitment; monitoring and implementing admission requirements, and enforcing USG and institutional policies. This office also plays an integral role in the public relations effort of the college. Specific programs administered by the Office of Admissions include:

- the admissions testing program
- the Plantsite Visitation Program
- the high school, junior high school, and mall visitation programs
- on-campus visitation programs, including PREP, P-16 initiations, and Senior Days
- marketing the cooperative programs.

All of these responsibilities are discharged in an environment that is student centered and committed to equal access and opportunity for all who are interested in attending Dalton State College. Since the Office of Admissions is, for most applicants, the primary point of contact, these responsibilities are taken very seriously.

1. PLANNING PRIORITY I.2

The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area.

Goal I.2.B
Increase visibility of outreach programs.

Objective
Develop strategies designed to enhance the visibility and quality of the visitation programs.

Action Plan #1
Enhance the high school visitation program, PROBE Fairs, PROBE Choice, on-campus visitation program, high school career fairs, and financial aid workshops by training a cadre of "student ambassadors" to assist with the outreach activities, by working with high schools, other sponsors, and our PR staff to generate publicity for these outreach activities, by becoming more effective in scheduling and making personnel assignments, by finding more ways to involve faculty and staff in these programs, by setting up training sessions for outreach team volunteers, and by finding new perks to encourage participation.

Budget
$2,200

Action Plan #2
Enhance plantsite visits, industry career fairs, mall visits, and other activities designed to recruit non-traditional students by becoming more effective in scheduling and making personnel assignments, by finding more ways to involve trained faculty and staff in these programs, by recruiting more outreach volunteers to staff the visiting teams, by setting up training sessions for outreach team volunteers, by finding new perks to encourage participation, and by developing a more effective and timely PR effort for these activities.

Budget
$3,000

Action Plan #3
Continue to work cooperatively with West Georgia and our other partners in meeting the needs of constituencies other than Dalton State College students.

Budget
$0

Action Plan #4
Continue to monitor needs analysis data to determine when new cooperative programs should be implemented.

Budget
$0

Action Plan #5
Develop a calendar for high school visitation, plantsite visitation, and mall visitation that will increase the number of each type of visit.

Budget
In-house printing costs.

Action Plan #6
Improve the quality of the equipment available for the visitation programs.

Budget
$800

Action Plan #7
Work with the president and public relations staff to improve the number and quality of publications available for use in these programs.

Budget
$3,000 in brochure design and publication costs.

Assessment Methods

- Produce more articles in area papers and Dalton State College publications.
- Needs assessment document related to program needs beyond the Dalton State College mission statement.
- A public relations planning document developed in cooperation with cooperating technical institutes.
- A list of trained faculty, staff, and students will be developed.
- By the end of summer 1997, a calendar will be created for visitation. A list of faculty, staff, and students will be complied as the Dalton State College Ambassadors. Training sessions scheduled for this list of people.

Expected Results

- Improved visibility for cooperative programming.
- Increased enrollment among both students preparing for cooperative programs and in the programs themselves.
- Adequate data to expand cooperative programs.
- That more trained people will participate in this on going effort. These people will actively be part of the recruitment effort.

Use of Results

- Make effective, data driven decisions related to cooperative programs.
- Improved visibility for cooperative programming.
- Results will be used to promote and increase visibility for future planning.
- A variety of people will be available to be used which will enhance the effectiveness of recruitment.

Objective

Develop strategies to increase cooperative program visibility within the service area.

Action Plan #8

Work with the public relations staff to develop articles that highlight the cooperative degree programs.

Budget

Minimal costs beyond existing budget.

Action Plan #9

Work with the president and academic dean to develop more programs that are cooperative, and develop public relations programs to inform the public of availability.

Budget

$0

Action plan #10

Work with the three area technical schools to publicize the joint associate degree programs.

Budget

Minimal costs beyond existing budget.

Action Plan #11

Continue to work with our partners to gain maximum exposure for their programs through Dalton State College publications and other means - *The Compass*, the college catalog, fliers, news releases, newspaper ads, mall and high school visits, and radio and television spots.

Budget

Minimal costs beyond the existing budgets.

Assessment Methods

- A list will be generated documenting the articles and their locations of media news releases and media.
- A list of on going suggestions and changes will be presented to public relations and the president.

Expected Results

- People more informed about availability of external degree programs.
- The quality of our publication and other media will be improved.

Use of Results

Results will be used to plan further information dissemination of outreach programs.

2. PLANNING PRIORITY III.1

The College will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated.

Goal III.1.O (New)

Develop a marketing to publicize new four-year degree programs.

Objective

To make prospective students aware of new programs, including degree requirements.

Action Plan #12

The Admissions Office will work with the Technical Division and the new division head in the new four-year degree program to determine what courses are needed at the freshman and sophomore levels.

Budget
The need exists for $3500 to develop procedures and publicity.

Assessment Method
A survey will be utilized to gauge student interest.

Expected Results
A fully developed degree programs to meet the needs of the carpet industry and beyond.

Use of Results
Results of the survey will help to plan program courses.

3. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.A
Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities.

Objective
Develop strategies to better inform and expose K-12 students to collegiate experiences and opportunities.

Action Plan #13
Work with area P-16 councils to develop strategies consistent with USG special initiatives.

Budget
Cost to be determined.

Action Plan #14
Develop strategies for informing area K-12 teachers of opportunities available to them through Dalton State College.

Budget
Minimal printing costs.

Action Plan #15
Continue involvement with existing initiatives such as GYSTAC, PSO, Tech Prep, etc.

Budget
Estimated at $1,000 annually.

Action Plan #16

Work with the Center for Continuing Education to expand Kids College to include enrichment programs for educationally disadvantaged children.

Budget

Fifty scholarships at $50 each equals $2,500.

Assessment Method

Review results of the counselor's survey to receive their suggestions and comments on our effort.

Expected Results

- More informed and satisfied teachers and counselors.
- Increased enrollment in CBCD Kids College.

Use of Results

- Results will be used to plan and develop future programs.
- Results will be used to assist secondary students in making more informal choices about high school preparation and post-secondary choices.

Goal IX.1.F

Develop better communication/collaboration with the public school systems, including informing students of the new admission requirements.

Objective

Develop a strategy to better inform high school counselors of the new University System of Georgia (USG) requirements.

Action Plan #17

Develop a counselor workshop program designed to inform area counselors of new requirements.

Budget

$2,000

Action plan #18

Develop a plan for 1997-98 to continue the flow of information relevant to changes in USG admissions requirements. The plan will include strategies for junior high counselors and seventh and eighth grade students.

Budget

$500 postage and brochure costs

Assessment Method

Counselors will report their knowledge and understanding of the new admissions standard and its impact on upcoming high school graduates.

Expected Results
Counselors will be more informed about new admissions requirements so that they can educate their students.
Students can be empowered to prepare early on for higher education decisions.

Use of Results
Results will be used for future planning in developing ways to provide meaningful interaction with area public schools.

Registrar

Statement of Purpose

The Office of Student Records is responsible for registration of all credit students and the production and maintenance of all reports and documents related to this function; for initiating all University System and other mandated reports related to student enrollment, student population demographics, and related issues; and the maintenance of all student academic records. These responsibilities are discharged and records maintained in an environment dictated by University System policies and procedures, institutional policies and procedures, federal and state statutes, and practices consistent with standard professional practices developed by organizations such as the American Association of Collegiate Registrars and Admissions Officers, National Association of College and University Business Officers, and other professional organizations.

Specific functions assigned to this office are:

- supervise the registration process, including the student withdrawal process, the schedule adjustment process, and the production of class rolls
- maintain student academic records including grade processing, development and maintenance of the academic history of each student who has ever attended Dalton State College, and production of academic transcripts
- insures that data concerning students required by the Board of Regents, U.S. Office of Education, and other state and national agencies is recorded, tabulated and reported
- is responsible for a final checkout for students who make application for graduation and presenting a list of students who have completed all requirements for graduation to the faculty for their approval
- supervises the development of the catalog of the college and other promotional publications used by this office for the dissemination of information concerning admission to the College and its academic offerings

1. PLANNING PRIORITY II.5

The College will provide additional co-curricular activities.

Goal II.5.B

Consider the development of a co-curricular transcript.

Objective

The Office of Student Records will assist the Dean of Students in the development of a data base designed to store individual records related to student involvement in campus activities.

Action Plan #1

Assistant Registrar will serve as a consultant to the Director of the Office of Computing and Information Services and the Dean of Students on formatting and processing transcripts of student activity records.

Budget
$0

Assessment Methods

- Database will be developed and tested.
- Student Activity Transcripts will be produced.

Expected Results
Student Activity Transcripts will be produced on demand in the same manner as academic transcripts.

Use of Results
A procedure will be developed which will assure students of an accurate record of their involvement in campus activities.

2. PLANNING PRIORITY VI.4

The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness.

Goal VI.4.A
Develop a comprehensive management information system.

Objective
The Registrar and Assistant Registrar will work with the Director of OCIS to achieve maximum productivity and responsiveness from the administrative computer system.

Action Plan #2

Develop additional scripts to automate sleep/wake start-up process; identify (list) new students each term; count number of applicants, number of accepts, and numbers enrolled; and identify students who have not attended in last five years

Budget
$0

Action Plan #3

Have data for credit by exam and CLEP converted to Academic History.

Budget
$0

Action Plan #4
Install appropriate security measures in BANNER Student.

Budget
$0

Action Plan #5
Set up image reader/printer for transcript production.

Budget
$0

Action Plan #6
Evaluate the automation of the withdrawal process.

Budget
$0

Action Plan #7
Improve the quality of interoffice data exchange with Financial Aid Office and Business Office.

Budget
$0

Action Plan #8
Implement Speede Express.

Budget
Cost to be determined.

3. PLANNING PRIORITY VI.1

The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive.

Goal VI.1.F
Utilize Banner to enhance academic advising and registration.

Objective
The Registrar and Assistant Registrar will work with the Academic Dean, OCIS, and the faculty to enhance the quality of the academic advising program.

Action Plan #9
Develop Web applications for major changes, transcript requests.

Budget
$2,500

Action Plan #10
Explore the development of CAPP for faculty to produce lists of classes completed and a comparison of those classes to graduation requirements.

Budget
Minimal, CAPP is available through 2.1.5 up-grade.

Action Plan #11
Promote the examination of the institutional operating philosophy related to academic advisement. Following that decision, set up technology to permit remote site registration for students.

Assessment Methods
- BANNER version 2.1.5 will be operable.
- BANNER training classes for faculty.
- Implement Web applications.

Expected Results
Faculty will be trained to serve students more efficiently in advisement and graduation check outs.

Use of Results
All data will be on-line and enhanced functionality will be available at all times for faculty and staff.

Objective
The Registrar and Assistant Registrar will work with the faculty and OCIS to enhance the student registration process.

Action Plan #12
Enhance the performance of the class up-date Web application.

Budget
$0

Action Plan #13
Explore the development of a Web page for the catalog, term schedules, and other forms.

Budget
$0

Action Plan #14
Use COMPASS scores as credit by exam for English 100 and Reading 100.

Budget
No cost to this office.

Action Plan #15
Explore the development of a Web application for drop and add.

Budget
$2,500 software acquisition.

4. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.F
Develop better communication/collaboration with the public school systems, including informing students of new admissions requirements.

Objective
Begin the planning process in anticipation of the electronic exchange of data with high schools.

Action Plan #16
Access the technology available to permit this and estimate costs to both college and participating high schools.

Budget
$0

Action Plan #17
Anticipate training needs.

Budget
$0

Action Plan #18
Anticipate security demands.

Budget
$0

Assessment Method
The planning phase will be completed and data available for decision-making. Preliminary plans for the electronic exchange of data with high schools will be in place.

Expected Results
Have a better method of sharing data and transcripts with high schools.

Use of Results
Quicker, more efficient student file updates and completions for both admissions and records.

Computing and Information Services

Statement of Purpose
The Office of Computing & Information Services (OCIS) is responsible for directing the management and support of computing, networking, and information technology services at Dalton State College. The services provided by OCIS will include management and support of academic and administrative computing, of local and wide area networking, of microcomputer hardware and software applications, of computer labs, of Internet access, and of electronic mail. The primary goal of OCIS is to provide quality service and access to information technology tools for the students, faculty, and staff of Dalton State College. OCIS will provide assistance to executive management in the establishment of policies and procedures governing the access, use, and control of administrative and academic technology resources.

1. PLANNING PRIORITY VI.1

The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive.

Goal VI.1.F
Utilize Banner to enhance academic advising and registration.

Objective
OCIS will participate in the utilization of BANNER to enhance both the academic advising and student registration functions.

Action Plan #1
Complete the development and installation of a security system that will permit campus wide access to the banner system.

Budget
No additional cost associated with this item.

Action Plan #2
Develop Web and software applications to provide faculty with the information and technology tools necessary to provide a high quality academic advisement program.

Budget
This item will require a $2,500 expenditure to purchase BANNER Web for Student and Financial Aid.

Action plan #3
Complete the implementation of banner to provide for prerequisite checking, and the monitoring of CPC completion, learning support mandates, RTP requirements, and US and Georgia History and Government requirements.

Budget
No additional cost associated with this item.

Action plan #4
Provide decentralized, desktop registration capability to all faculty.

Budget
No additional cost associated with this item.

Action plan #5
Provide Web technology consistent with institutional operating philosophy for off-site registration.

Budget
No additional cost associated with this item at locations that currently have Internet access. There will be $25.00 a one-time connection fee and $144.00 per year access fee per registration terminal for Peachnet accounts at locations that do not have Internet access.

Assessment Method
Conduct a survey of faculty, staff and students to determine the effectiveness of the Web applications as it pertains to advising and registration.

Expected Results
Faculty advising will be improved due to accurate and timely access to student records. Registration will be improve due to one-stop advising and registration process and students will receive immediate feed back on course registrations in the presence of their advisor.

Use of Results
Enhance access to student records, improve quality of advising, and provide students with a more efficient registration process.

2. PLANNING PRIORITY VI.4

The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness.

Goal VI.4.A
Develop a comprehensive management information system.

Objective
The Director of OCIS will participate in the development of a comprehensive management information system.

Action Plan #6
Interview each primary stakeholder to determine management information reporting requirements.

Budget
Limited cost if done in-house. Estimated cost of hiring a consultant to survey and evaluate management information reporting requirements is $5,000 to $10,000.

Action Plan #7
Determine if administrative data currently being collected is capturing all critical data elements needed to provide management decisions making processes.

Budget
No additional cost associated with this item.

Action Plan #8
Ensure that existing administrative applications have complete and accurate information.

Budget
No additional cost associated with this item.

Action Plan #9
Develop a procedure to consolidate information being collected in all existing administrative applications.

Budget
No additional cost associated with this item.

Action Plan #10
Develop a plan to created management information reports.

Budget
No additional cost associated with this item.

Action Plan #11
Develop a process to continually monitor campus constituents to ensure that appropriate decisions making information is available.

Budget
No additional cost associated with this item.

Assessment Method
Cost benefit analysis.
Compare results of our analysis to the North Carolina plan.

Expected Results
An effective comprehensive management information system for Dalton State College.

Use of Results
Move the campus toward more timely, data driven decision making.

Goal VI.4.C
Explore kiosk applications.

Objective
The Director of OCIS will participate in the exploration of kiosk technology.

Action Plan #12
Survey all campus constituencies to determine possible kiosk applications.

Budget
No additional cost associated with this item.

Action Plan #13
Develop a phase in plan to implement kiosk technology across campus.

Budget
No additional cost associated with this item.

Action Plan #14
Determine costs of implementing kiosk technology across campus.

Budget
Estimated cost to implement kiosk technology on campus is $35,000 to $50,000 for software and two to three kiosk stations.

Action Plan #15
Develop a plan to implement kiosk technology at off-campus sites to better inform off-campus constituencies of opportunities and services available to them.

Budget
No additional cost associated with this item.

Action Plan #16
Determine costs of implementing kiosk technology at designated off-campus locations.

Budget
Estimated cost start-up cost per location are $3,500 for an ISDN line, $15,000.00 for the kiosk station and annual ISDN line charges of $1,000.

Action Plan #17
Review kiosk implementation strategies at other campuses to determine effectiveness of this technology.

Budget
Costs will be incurred at implementation.

Assessment Method
Cost benefit analysis.

Expected Results
To determine if kiosk technology is an appropriate technology at Dalton State College.

Use of Results
Data gathered to be utilized to determine whether to implement kiosk technology.

Goal VI.4.D (New)
Assess and remediate Year 2000 risk compliance.

Objective
To provide institution wide plan for renovation, replacement, or retirement of computing systems in compliance of Y2K.

Action Plan #18
Create a College Task Force to track, monitor progress, and coordinate documentation of Year 2000 compliance and related activities (i.e., assessment, remediation, testing and implementation) within the institution.

Budget
$150,000 requested for Y2K project.

Action Plan #19
Develop and implement a contingency plan to identify operation procedures should unexpected failures occur.

Assessment Method
A bi-weekly status report form and a compliance certification form will be used to track and document progress.

Expected Results
On January 1, 2000, Dalton State College is expected to be Y2K compliant in all critical computing applications on campus.

Use of Results
Replace or remediate non-compliant Y2K devices or systems on campus.

Goal VI.4.E (New)
Implement the Peoplesoft finance and human resource software.

Objective
To comply with a System wide initiative to establish a common human resource and payroll system within the University System of Georgia.

Action Plan #20
Develop and provide training workshops for College staff and faculty on the operations of the Peoplesoft finance and human resource software.

Budget
There may be costs associated with software licensing as well as travel and training costs.

Action Plan #21
"Migrate" data from old payroll system to new Peoplesoft system. The switch over from the old to the new system will involve data testing and mapping College payroll and human resource data to fit new system.

Budget
Travel and training costs.

Assessment Methods
- A survey will be conducted among staff to determine effectiveness of in-house training sessions.
- A checklist provided by the University System will be used for testing and implementation.

Expected Results
The College will move to a new payroll system with added functionality not currently available.

Use of Results
Comply with University System's common payroll system.

3. PLANNING PRIORITY II.1

The College will monitor and strengthen its institutional effectiveness program and make adjustments based upon the results of that effort to assure excellence in the teaching/learning environment so that students are prepared for the next step.

Goal II.1.H (New)
Initiate plan to develop Web-based instruction and other alternate instructional delivery models (e.g., distance education).

(Objective, action plans, budget and assessment measures to be developed.)

Comptroller

Incorporating Departments of Plant Operations and Public Safety

Statement of Purpose
The Comptroller's Office administers and maintains financial accountability allowing the institution to proceed appropriately with the College's approved statement of purpose and mission. Coordination of the financial operations through Plant Operations, Auxiliary Enterprises, Purchasing, Public Safety and Budgeting provides direction and leadership for implementation and execution of the College's goals and mission.

1. PLANNING PRIORITY VI.5

The College will enhance the appearance, utility, safety and accessibility of campus physical facilities.

Goal VI.5.D
Explore campus exterior lighting needs.

Objectives
Increase exterior lighting providing the safest possible environment.

Action Plan #1
Review the survey of exterior lighting as conducted by the contracted engineer and strategically install required lighting. The Director of Plant Operations, Public Safety and Comptroller annually will install new lighting.

Budget
$10,000-$25,000

Assessment
Public Safety, Maintenance personnel, and the Comptroller through personal observation and student recommendations will review and monitor existing and updated lighting.

Expected Results
Lighting needs will be met; additional requests will be documented and formalized.

Use of Results
To provide a safe, secure and comfortable campus (for early morning and night classes). Future lighting needs and maintenance will be anticipated.

Goal VI.5.J
Conduct regular training for faculty and staff concerning Dalton State College emergency procedures.

Objectives
Create awareness and responsiveness to emergencies.

Action Plan #2
The Director of Public Safety/Security annually will schedule and conduct emergency/training seminars. Incident reports for records and data will be documented; emergency procedures handbook will be revised annually. Continuation of upgrade of emergency phone system.

Budget
$3,200

Assessment Method
Incident reports are reviewed for effectiveness of handling emergencies.

Expected Results
To provide a more "awareness" for all individuals on our campus and to reduce risks and exposure.

Use of Results
Educate all individuals for the before and after of emergencies and evaluation of procedures and results.

Goal V.1.5.F
Conduct periodic campus safety reviews (stairs, walkways, etc.).

Objective
To repair stairs and walkways through preventive and routine maintenance providing safe pedestrian traffic flow.

Action Plan #3
Review present conditions by Maintenance, Public Safety and other appropriate individuals and initiate higher priority items.

Budget
$8,000

Assessment Method
Annual inventory/checks by Director of Plant Operations, Public Safety Director, and other appropriate individuals for improvement and repairs; before and after analysis.

Expected Results
To increase safety for pedestrian traffic; provide naked eye awareness to safety measures.

Use of Results
Provide evidence of ownership, care of physical aspects of campus, and increase safety.

Goal VI.5.I
Explore law enforcement training as interns with campus public safety.

Objective
To develop law enforcement training as a co-op program for law enforcement majors.

Action Plan #4
Division Chair of BA/SS and Public Safety Director will implement program with appropriate approval for January 1999.

Assessment Method
Public Safety Director and BA/SS Division Chair will supervise, monitor and grade the program; also input from participating students.

Expected Results
To provide additional academic and work related law enforcement options.

Use of Results
To implement other intern/academic work programs.

Goal VI.5.H
Conduct periodic physical accessibility review (including off-campus sites).

Objective
To continue addressing ADA items as detailed in document completed by architect; ADA accessible campus.

Action Plan #5
Review the campus and architectural document by Director of Maintenance/Director of Public Safety for related ADA improvements or corrective action. Continued implementation.

Budget
$25,000

Assessment
Public Safety, Maintenance personnel and the Comptroller through personal observation and the ADA document will review and monitor; document ADA architectural report.

Expected Results
Current ADA requirements will be met. Additional requests will be documented and formalized for ongoing projects to continue to provide an ADA accessible campus.

Use of Results
To continue funding ADA campus related items and to request Central Office funding.

2. PLANNING PRIORITY II.6

Develop a comprehensive planning, budgeting and accountability program.

Goal II: II.6.B
Develop ways to more formally link the process of budgeting and planning.

Objective
To continue developing each fiscal year the formal linking process of planning, budgeting and implementation.

Action Plan #6
The President and Administrative Council through budget redirection, strategic planning, special initiatives, and operational funding will administer the process of budgeting and planning.

Budget
$0

Assessment Method
An approved budget will be implemented and administered by the Comptroller's Office each fiscal year linking outcome and accountability as related to funding decisions.

Expected Result
The formal budgeting process will provide sources of avenues and directions for future funding decisions as related to the institution's mission.

Use of Results
Accountability and historical data for the President, Administrative Council and Regents Central Office for future funding and management decisions.

Dean of Student Affairs

Statement of Purpose
The Office of the Dean of Student Affairs has primary responsibility for maintaining student development services that include:

1. academic and career enhancement services (Academic & Career Enhancement Center);
2. financial aid and veteran services (Financial Aid & Veterans Services); and
3. student and multicultural activities (Student Activities/Community Ambassadors of Dalton State College).

The basic objective of the Division of Student Affairs is to provide systematic support services to help students reach their educational and career goals. These services must support the instructional programs and be in keeping with the philosophy of the Board of Regents of the University System of Georgia and with the purpose of Dalton State College.

Academic and Career Enhancement (ACE) Center

Statement of Purpose
The Academic and Career Enhancement (ACE) Center provides assistance to students in planning and meeting their educational and employment goals. These services include academic consultation and support, career assessment and counseling, and personal counseling. In addition, the ACE Center serves as liaison for students with learning disorders, physical disabilities, and other special needs through Disability Support Services (DSS).

1. PLANNING PRIORITY II.1

The College will monitor and strengthen its institutional effectiveness program to achieve excellence in the teaching/learning environment so that students are prepared for the next step.

Goal II.1.B
The ACE Center will enhance programs and services to improve student performance.

Objective
The ACE Center will develop and implement a tutorial referral program.

Action Plan #1
A referral form, in duplicate, will be given to instructors who may use this form to suggest to students that they seek ACE Center tutoring services. One copy of the form will go to the student and the second copy will be delivered to the ACE Center.

Budget
No change in resources needed.

Assessment Method
Faculty will be surveyed to determine their opinions regarding the usefulness of the form.

Expected Results
Seventy-five percent of the faculty surveyed will report finding the form useful.

Use of Results
The results will be used to determine the usefulness of the tutorial referral form and to determine modifications to the form.

Action Plan #2
Students who were referred to tutoring, but who do not seek tutoring within a week after they were referred, will be contacted.

Budget
No change in resources needed.

Assessment Method
The number of students who were referred and the number of students who use the tutoring program at least once will be tabulated.

Expected Results
Twenty-five percent of students who are referred but do not initially seek assistance will pursue tutoring services at least once following the secondary contact.

Use of Results
The results will be used to determine the effectiveness of follow-up contact within the tutorial referral program.

Objective
The ACE Center will consider establishing a task force to explore the effectiveness of tutorial programs relative to other assistive programs.

Action Plan #3
Faculty members will be asked if they are interested in serving on a task force to explore the effectiveness of tutorial services relative to other assistive programs.

Budget
No change in resources needed.

Assessment Method
The number of faculty members who express an interest in serving on the task force will be counted.

Expected Results
At least five faculty members will express interest.

Use of Results
The results will be used to determine whether a task force will be established

Objective
The ACE Center will assist the Dalton State College Studies program by developing appropriate courses to meet the needs of students.

Action Plan #4
"DCS 115: Life Skills" will be presented again to the Academic Council during its fall 1998 Meeting. The course was created by the Career Planning and Placement Coordinator and approved by the DCS Coordinator but was withdrawn from the meeting agenda in order to modify it to avoid redundancy with ECN 101. Those modifications will be made and the course proposed again.

Budget
No change in resources needed.

Assessment Method
The number of times the course was offered during the 1998-99 year will be counted.

Expected Results
By the end of the Fall Quarter 1998, a course proposal will have been accepted by the DCS Coordinator and presented to the Academic Council. Pending approval, the course will be offered during the 1998 Spring semester.

Assessment Method
Course evaluations will be conducted.

Expected Results
Ninety percent of students will report that the course was valuable to them, and will suggest modifications to improve the content of the course.

Use of Results
Enrollment figures and course evaluation results will be used to evaluate the desirability of the class and to assist in planning the future content of the class.

Objective
The ACE Center will enhance the Academic Assistance program.

Action Plan #5
Tutoring will continue to be offered for Accounting, Business, Biology, Chemistry, Sociology, Psychology, Writing, History, and Government courses.

Budget
$2,250 (to work-study program)

Assessment Method
The number of hours of tutoring in these courses will be monitored.

Expected Results
Academic assistance in these courses will be available no fewer than five hours per week during the 1998-1999 academic year.

Use of Results
The results will be used to evaluate the desirability of the service, and to adjust the number of hours to meet the needs of the students.

Goal II.1.G
The ACE Center will develop additional methods to enhance retention.

Objective
The ACE Center will develop a faculty/staff-mentoring program.

Action Plan #6
A faculty/staff-mentoring program will be implemented for all new students who attend Orientation for the Fall Semester during the summer of 1998.

Budget
No change in resources needed.

Assessment Method
New students and faculty/staff mentors will be surveyed regarding their opinion of the mentoring program.

Expected Results
Eighty percent of students and faculty/staff mentors will report satisfaction with the mentoring program, and will suggest changes to improve the program.

Use of Results
The results will be used to determine the appeal of the new orientation process to students and what changes would make the program more effective.

Assessment Method
The fall 1998/spring 1999 retention rates of students who participated in the mentoring program vs. students who did not participate will be compared.

Expected Results
Students who participated in the mentoring program will be retained at a significantly higher rate than students who did not participate in the program.

Use of Results
The results will be used to demonstrate the effectiveness of the program and to promote participation of faculty, staff, and students in the program.

Objective
The ACE Center will create materials and resources for use in other teaching divisions.

Action Plan #7
Career assessment and exploration activities will be developed for use in freshmen reading and writing course assignments, particularly for use in English courses.

Budget
No change in resources needed.

Assessment Method
The creation of career assessment and exploration exercises will be monitored.

Expected Results
By the end of the 1998 fall semester, at least two activities will have been created for distribution to English instructors.

Assessment Method
The career assessment/exploration activities will be proposed to at least three faculty members for consideration in English or Reading courses during the 1999 Spring Semester.

Expected Results
The classroom career assessment/exploration activities will be incorporated into at least one English and/or Reading course during the 1998-1999 year.

Assessment Method
Evaluations of the activities will be conducted.

Expected Results
Twenty-five percent of the students will report that the career assessment/exploration activities were beneficial.

2. PLANNING PRIORITY III.2

The College will expand and promote its learning support programs, including assistive technology.

Goal III.2
The ACE Center will expand and promote its learning support programs, including assistive technology.

Objective
Services provided by the ACE Center will be promoted.

Action Plan #8
The ACE Center will hold an "Open House/Reception" for students.

Budget
$150

Assessment Method
The number of participants in the open house activity, which will be held by the end of the fall Semester, will be counted.

Expected Results
At least 100 students will participate in the reception and will be informed of services available in the ACE Center.

Use of Results
Results will be used to monitor student awareness of ACE Center Resources.

Goal III.2.A
The ACE Center will expand and promote the use and accessibility of technologies for students with disabilities.

Objective
Disability Support Services (DSS) of the ACE Center will make available additional technologies that support the academic success of the current population of students with disabilities and encourage enrollment by additional students with disabilities.

Action Plan #9
DSS will submit a requisition to purchase additional technologies with selections to be determined by the needs encountered in the previous academic year.

Budget
$3,000

Assessment Method
The purchase of technologies will be monitored by the ACE Center.

Expected Results
More frequently requested and used technologies will be available to students with disabilities.

Use of Results
Students with disabilities may use technologies to alleviate barriers to learning.

Goal III.2.B
The ACE Center will expand and promote the use of services to aid academically at-risk students.

Objective
Students who are on academic probation will become aware of and use the resources available in the ACE Center.

Action Plan #10
Each student who is on probation will receive a letter and/or telephone call from a member of the ACE Center inviting him or her to visit the ACE Center.

Budget
$100

Assessment Method
A record of letters and telephone contacts will be maintained.

Expected Results
During the academic year of 1998-99, 100% of students on probation will be sent a letter of invitation from the ACE Center.

Use of Results
The results will be used to plan modifications to this approach, and to explore the desirability of requiring ACE Center consultation for probationary students. Results will also be used to explore the creation of a structured program of recommendations for probationary students, and to determine whether a tracking system to monitor the effectiveness of ACE Center consultation is desired.

Objective
The ACE Center will create an occupational mentoring program to aid all students, with a focus on supporting undecided majors.

Action Plan #11
The Career Planning and Placement Coordinator will complete and implement an occupational mentoring program.

Budget
No change in resources needed.

Assessment Method
Progress toward this goal will be monitored.

Expected Results
A policy and procedures manual describing the Dalton State College Occupational Mentoring Program will be written by the end of the fall semester 1998

Assessment Method
The number of students participating in the program will be monitored.

Expected Results
At least 20 students will participate in the program during the 1998-1999 academic year.

Use of Results
Participation figures and reports by participants will be used to evaluate the effectiveness of and to determine improvement to the program. The ACE Center will promote the program to students and faculty/staff.

3. PLANNING PRIORITY VI.1

The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive.

Goal VI.1.B
The ACE Center will encourage collaboration among departments for at-risk students.

Objective
The ACE Center will promote interdepartmental collaboration for students with disabilities.

Action Plan #12
The ACE Center will revise the DSS section of the Dalton State College Catalog and Faculty Handbook.

Budget
No change in resources needed.

Assessment Method
The progress of the revision of the manual will be monitored.

Expected Results
The manual revisions will be written and implemented by June 30, 1999.

Use of Results
Revised policies and procedures will be utilized by faculty and staff to guide, improve, and expand the provisions of DSS at Dalton State College.

Assessment Method
A faculty/staff survey will be conducted in May 1999 to measure the initial receptiveness and effectiveness of the revised policies and procedures.

Use of Results
Survey results will be provided to the DSSF/SR committee to guide subsequent policy and procedure revisions and implementation of DSS services.

Action Plan #13
The ACE Center will develop and conduct faculty/staff workshops on ADA/DSS and related issues identified by DSSF/SR committee, faculty, staff and students.

Budget
No change in resources needed.

Assessment Method
Attendance will be monitored at each workshop. Evaluations will be distributed to workshop participants after each session. Included in the evaluations will be a request for recommendations for future workshops and education opportunities.

Expected Results
Faculty and staff will have the opportunity to expand their knowledge and understanding of the purpose, scope of, and regulations mandating Disability Support Services, and opportunity to increase skills in application of the information to the classroom setting.

Use of Results
- Faculty and staff will utilize expanded knowledge and abilities to support provision of DSS services to students and other individuals with disabilities at Dalton State College.
- Evaluation results will be provided to the DSSF/SR Committee to guide development of subsequent educational opportunities and implementation of DSS services.

Objective
The ACE Center will encourage greater awareness of campus resources for all students and employees.

Action Plan #14
The Academic Support Services Coordinator will create a Student Planner incorporating information obtained from all campus divisions.

Budget
$4,000

Assessment Method
The Academic Support Services Coordinator will monitor progress toward this goal.

Expected Results
A Dalton State College Student Planner will be available for distribution to students by August 28, 1998.

Use of Results
The Planner will be used as a means for the entire campus to disseminate information to students. Suggestions will be incorporated into the design of the next year's Planner.

Action Plan #15
The ACE Center will disseminate information about its resources and services to the campus.

Budget
$100

Assessment Method
Fact Sheets will be published based on student surveys about ACE Center services.

Expected Results
Faculty and staff will have greater understanding of the resources available through the ACE Center and of the need to inform students about ACE Center services.

4. PLANNING PRIORITY VII.1.D

The College will enhance its efforts to recruit and retain a diverse faculty, staff, and student body.

Goal VII.1.D
The ACE Center will examine ways of promoting retention of persons with disabilities.

Objective
The ACE Center will expand opportunities for appropriate personnel from feeder high schools to receive information about and understand the application process of DSS.

Action Plan #16
The ACE Center will submit a proposal to the Admissions Office to include a presentation on Disability Support Services in the 1999 high school personnel luncheons.

Budget
No change in resources needed.

Assessment Method
DSS will monitor progress toward completion of this goal. DSS Coordinator will administer a brief evaluation and feedback tool at the close of the presentation to measure receptivity and effectiveness.

Expected Results
Information will be disseminated to high school personnel in attendance at annual luncheons.

Use of Results
- High school personnel will be given the opportunity to expand their knowledge about and understanding of ADA/DSS.
- High school personnel will be requested to transmit information to prospective students and their parents. The receipt of DSS information by students and parents, prior to the beginning of the post secondary academic career, will encourage the utilization of DSS services prior to the onset of repeated academic problems.

Action Plan #17
The ACE Center will develop and maintain a mailing list of names of selected personnel from our feeder high schools to receive regular DSS information mailings. Targeted personnel will include, but will not be limited to principals, guidance counselors, career counselors, special education teachers, and social workers.

Budget
No change in resources needed.

Assessment Method
The DSS Facilitator will maintain the mailing list. Questions assessing the mailing will be included in the survey distributed during the DSS presentation at the annual high school personnel luncheons.

Expected Results
High school personnel will have updated information to share with students.

Use of Results
High school personnel may encourage more effective use of Disability Support Services by increasing student awareness of DSS, the application process, and the need to request services prior to the onset of academic problems.

Objective
The ACE Center will expand student access to information regarding the availability of and application process for Disability Support Services for potential and current Dalton State College students.

Action Plan #18

The DSS brochure will be included in the admissions packet, the orientation packets, and clearly displayed at significant points on campus.

Budget

No change in resources needed.

Assessment Method

Students registering for DSS services will be surveyed regarding the source of their knowledge about DSS services and the application process.

Expected Results

An increased number of students will be made aware of the availability of Disability Support Services and the need to pursue registration with the DSS office prior to the onset of academic problems related to a disability.

Use of Results

The rate of class and college withdrawals for students with disabilities will decline as a result of an increased awareness of services and how to use them effectively.

Action Plan #19

DSS segments in the Dalton State College Catalog and Dalton State College Planner will be revised and expanded for greater visibility and educational value to users of the catalog.

Budget

No change in resources needed.

Assessment Method

New segments will be reviewed by appropriate DC personnel, DSS providers of other institutions, and will reflect character similar to entries of other institutions of higher education.

Expected Results

Persons referring to the catalog and planner will have easier access to DSS information.

Use of Results

Expanded segments will educate prospective students regarding services available and encourage utilization of services prior to the onset of academic problems

Action Plan #20

The ACE Center will promote the development and adoption of a policy that recommends inclusion of a DSS statement on every class syllabus.

Budget

No change in resources needed.

Assessment Method
This policy will be included in the revised DSS section of the Policy and Procedures Manual.

Expected Results
A standard statement will be drafted, adopted, and applied to all class syllabi on the Dalton State College Campus.

Use of Results
Students will have the opportunity to increase their awareness of Disability Support Services and to understand the importance of utilizing DSS services prior to the onset of academic problems related to a disability.

Objective
The ACE Center will assist the Dalton State College Studies (DCS) Program by developing appropriate courses to meet the needs of students.

Action Plan #21
The desirability and feasibility of offering a DCS section for "Returning Students" will be explored. This project will be coordinated among the DCS Coordinator, the Academic Support Services Coordinator of the ACE Center, and the Instructional Coordinator of the Technical Education Division.

Budget
No change in resources needed.

Assessment Method
Progress toward this goal will be monitored.

Expected Results
By the end of the fall semester 1998, a decision will have been made regarding the development of this course.

Use of Results
If approved, a course syllabus will be proposed to Academic Council by its spring semester meeting.

5. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.K
The ACE Center will consider expanding career assessment and exploration activities to area students in order to help them explore career options

Objective
The ACE Center will cooperate with local high schools in order to explore the development of career planning activities suitable for secondary students.

Action Plan #22
The ACE Center will collaborate with high school and/or junior high school personnel to assess the desirability to develop career exploration activities and/or a career exploration course suitable for those students.

Budget
No change in resources needed.

Assessment Method
Counselors at area high school and junior high schools will be contacted to determine if there is an interest in developing career-related activities and/or programs.

Expected Results
By the end of the 1998-1999 academic year, an agreement will have been reached between the ACE Center and those counselors regarding the development of career planning activities.

Use of Results
If an agreement is reached to cooperatively develop these materials and ideas, initial objectives will be specified by the end of the academic year.

Financial Aid and Veterans Services

Statement of Purpose
The Office of Student Financial Aid and Veteran Services is responsible for administering the Student Aid Programs for the state of Georgia and all Federal funds. The Office of Student Financial Aid and Veteran Services is also responsible for developing the policies and procedures to meet the objectives of these programs as well as determining veterans' and dependents' eligibility for these programs.

1. PLANNING PRIORITY VI.1

The College will identify and implement ways to strengthen ties between Student Services and Academic Affairs so that the two areas become more mutually supportive.

Goal VI.1.D
Provide in-service training to clarify financial aid processes and offerings.

Objective
The Financial Aid Office will assist faculty advisors and staff to better understand basic financial aid information.

Action Plan #1
Campus-wide monthly e-mails (Financial Aid Facts) will be sent to all campus faculty and staff to explain various facts about Financial Aid.

Budget
No change in resources required.

Assessment Method
Any comments sent by e-mail or verbally regarding the *Financial Aid Facts* will be kept for review. A survey will be sent out at the end of the academic year to assess the reaction of the campus to the *Financial Aid Facts*.

Expected Results
Some of the myths about financial aid will be resolved. The advisors will be able to answer students' questions more thoroughly. Faculty and staff will become aware of the Financial Aid Office effort to be supportive of concerns regarding financial aid.

Use of Results
The Financial Aid Office will be able to use the results to determine what type of additional financial aid information is needed by the faculty and staff to advise students.

Action Plan #2
Financial Aid Office will periodically distribute memos and copies of information sheets from the Georgia Student Finance Commission and Department of Education to inform the campus faculty and staff of useful financial aid information as well as policy changes.

Budget
No change in resources required.

Assessment Method
Any comments sent by e-mail or verbally regarding the memos and information sheets would be kept for review. A survey will be sent out at the end of the academic year to assess the reaction of the campus to the memos.

Expected Results
Some of the myths about financial aid will be resolved. The advisors will be able to answer students' questions more thoroughly. The number of questions regarding financial aid will be reduced by providing the answers up front in the memo.

Use of Results
The Financial Aid Office will be able to use the results to determine what type of additional financial aid information is needed by the faculty and staff to advise students.

2. PLANNING PRIORITY VI.2

The College will enhance the quality of student development services for nontraditional students as well as traditional students.

Goal VI.2.D
The Financial Aid Office will work with the Foundation Office to establish a Scholarship Booklet for current students which will include all the Foundation Scholarships and be a valuable resource.

Objective
Students will have an additional resource to assist them with their educational financial planning.

Action Plan #3
A scholarship booklet will be created for distribution at Financial Aid Awareness Day. It will also be made available for faculty and staff and contain detailed descriptions and applications for each scholarship awarded through the Dalton State College Foundation.

Budget:
The budget requested is $300 for the preparation of the booklet.

Assessment Method
The number of applicants applying for foundation scholarships after receiving the booklet will be compared with the number who applied in previous years.

Expected Results
The Scholarship Booklet will increase the number of applicants by 25%.

Use of Results
The information received from the distribution of booklets will be used to determine the most effective way of informing students of all financial aid including scholarships, federal and state grants, and loan programs.

3. PLANNING PRIORITY IX.1

The College will develop ways to provide meaningful interaction with area public schools.

Goal IX.1.B
The Financial Aid Office will continue to promote community outreach in the public schools through the America Reads Program.

Objective
Dalton State College students will tutor elementary, middle school and junior high students in area schools assisting them with reading skills and connecting them and their schools with Dalton State College.

Action Plan #4
The Financial Aid office will assign the America Reads to one person who will be responsible for the promotion of the program. Signs and posters will be placed around campus to inform students of America Reads. Contacts will be initiated at 25 area schools. A separate table will be set up at Financial Aid Awareness Day to promote America Reads.

Budget
No change in resources will be needed.

Assessment Method
The success of the America Reads program will be determined by the number of students and the number of schools participating.

Expected Results
The Financial Aid office expects that the participation by Dalton State College students in the America Reads program will increase by 50% over the previous academic year.

Use of Results
Based on the success of the America Reads program, we will determine if we are taking the best route of informing students and schools about the program.

Goal IX.I.L
Enhance the delivery of financial aid information to potential students/parents.

Objective
Financial aid information will be promoted to all interested persons within the Dalton State College service area.

Action Plan #5
Through the Center for Continuing Education, the Financial Aid Office in conjunction with the Admissions Department will conduct additional workshops for current and potential students. The Financial Aid Office will also offer additional workshops through Dalton State College studies, area high schools, church and civic organizations.

Budget
No change in resources needed.

Assessment Method
The Financial Aid Office will evaluate the current year's statistics against the previous year's statistics (i.e. number of workshops conducted and number of attendees).

Expected Results
Four additional workshops will be conducted with an increase in attendance of 25%.

Use of Results
The Financial Aid Office will be able to evaluate types of workshops and information needed and which workshops and information should be modified.

Objective
More financial aid awards will be available at the onset of the school year.

Action Plan #6
Financial aid processing will be automated through available technology (i.e. EDExpress and Banner).

Budget
No change in resources needed.

Assessment Method
The Financial Aid Office will evaluate the current year's statistics (i.e. number of awards processed against the previous year).

Expected Results
Financial aid awards will be processed in a more timely manner and will be more complete, up-to-date and inclusive of the student's individual needs.

Use of Results
Thirty percent more students will have their financial aid awards ready up front. Registrations and reconciliations should progress more smoothly.

Student Activities

Statement of Purpose
The Office of Student Activities has primary responsibility for creating a cooperative environment in which students may experience social, leadership, career, and fine arts opportunities. These opportunities provide an education beyond the classroom, thus adding life skills to the student's educational repertoire.

1. PLANNING PRIORITY I.3

The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities.

Goal I.3.C
The College will develop cultural enrichment programs designed to bring the community on campus.

Objective
The College will fulfill its mission as a community college by encouraging community members to participate in programs and activities.

Action Plan #1
All Fine Arts programs will be advertised to the Dalton community through the Public Relations Office.

Budget
No change in resources required.

Assessment Method
The Student Activities office and Fine Arts chair will evaluate the crowd and determine how many people from the public attend.

Expected Results
One-third of the audience will be from the public.

Use of Results
The College will decide whether to continue to advertise our programs to the public.

2. PLANNING PRIORITY II.5

The College will provide additional co-curricular activities.

Goal II.5.A
The College will promote the office of Community Service Learning.

Objective
Community service and service learning activities and opportunities will be promoted to and discussed with all interested faculty, staff and students.

Action Plan #2
Student Activities personnel will speak to classes concerning service learning opportunities.

Budget
No change in resources will be needed.

Assessment Method
The number of classes visited will be counted each semester.

Expected Results
Student Activities personnel will visit at least five classes per semester.

Use of Results
Results will be used to reach out to other faculty members and students.

Action Plan #3
Once each semester, a group of faculty, staff and students will meet to discuss community service learning activities.

Budget
The budget requested is $50 for refreshments.

Assessment Method
The number of participants will be counted, and participants will be asked to evaluate and provide suggestions for meetings.

Expected Results
A mixture of faculty, staff and students will average 25 in number.

Use of Results
Content of meetings will be adjusted to reflect interest of participants.

Goal II.5.B
The College will consider the development of a co-curricular transcript.

Objective
Students should receive credit in the job market for co-curricular activities.

Action Plan #4
The Student Activities Office will investigate co-curricular transcripts used at other institutions.

Budget:
No changes in resources required.

Assessment Method
Institutions will be surveyed to determine if co-curricular transcripts have the desired effect.

Expected Results
Institutions will report that students who include a co-curricular transcript along with their academic transcript receive more positive consideration than those who don't.

Use of Results
Results will be used to determine if a co-curricular transcript should be provided for Dalton State College students.

Action Plan #5
The feasibility of using Banner to create a co-curricular transcript will be examined.

Budget
No change in resources required.

Assessment Method
OCIS will be asked to produce a prototype of a co-curricular transcript.

Expected Results
Banner has the capability to store and to print out in transcript form a student's co-curricular activities

Use of Results
Results will be used to determine if a co-curricular transcript should be provided for Dalton State College students.

Goal II.5.C
The Student Activities Office will provide greater opportunities for co-curricular activities (i.e. Activity Period).

Objective
Co-curricular activities will be enjoyed by a greater number of students.

Action Plan #6
Eighty-five percent of all student activities will be offered during the Activity Period.

Budget
No change in resources required.

Assessment Method
The Director of Student Activities will keep a record of all activities offered.

Expected Results
More students will attend activities during the activity hour.

Use of Results
Activities will be scheduled during the activity hour in the future.

3. PLANNING PRIORITY VI.1

The College will identify and implement ways to strengthen ties between Student Services and Academic Affairs so that the two areas become more mutually supportive.

Goal VI.1.E
The College will consider enhancing service learning opportunities.

Objective
The College will continue to bridge Academic and Student Affairs by encouraging and assisting faculty to offer relevant community service options for course credit.

Action Plan #7
Meetings will be held each semester to provide information and to share experiences.

Budget
The budget requested is $50 for refreshments.

Assessment Method
The number of participants will be counted, and participants will be asked to evaluate and provide suggestions for meetings.

Expected Results
A mixture of faculty, staff and students will average 25 in number.

Use of Results
Content of meetings will be adjusted to reflect interests of participants.

Action Plan #8
Relevant service learning opportunities will be presented to faculty as course options for their students.

Budget
No change in resources required.

Assessment Method
The number of faculty offering service learning options and the number of students participating in them will be counted.

Expected Results
By the end of Spring Semester, ten different faculty members will have offered service learning course options, and 100 students will have participated in them.

Assessment Method
Course evaluations will include a component assessing the satisfaction with and value of the service learning opportunity.

Expected Results
Ninety percent of students will report that their service learning experience was a positive and valuable part of the course.

Use of Results
Additional faculty and students will be recruited for service learning opportunities.

4. PLANNING PRIORITY VI.2

The College will enhance the quality of student development services for non-traditional students as well as traditional students.

Goal VI.2.C
The demand for an on-campus child-care facility will be assessed.

Objective
The College will explore the need for a child-care facility on campus.

Action Plan #9
Student Government Association will conduct research and obtain information concerning the need for a child-care facility on campus.

Budget
The budget requested is $50 for the cost of research.

Assessment Method
Surveys, polls, and research of other schools in the University System and Dalton State College students will be utilized.

Expected Results
A slight need for child-care facilities for both morning and evening students is anticipated.

Use of Results
If the need is present, a proposal will be presented to the Student Affairs Council.

5. PLANNING PRIORITY VI.3

The College will expand extracurricular opportune cities for all students.

Goal VI.3.C
The Student Activity Office will explore the benefits of increasing the Student Activity fee.

Objective
The College will assess an activity fee that is fair but will provide for adequate programs, activities, and services for students.

Action Plan #10
Students will be surveyed to see if they believe their needs are being met under the current fee, and if an athletic fee to support intercollegiate athletics would be desirable.

Budget
No change in resources needed.

Assessment Method
Student Activities personnel will evaluate the surveys.

Expected Results
Students are satisfied with the current activity fee and 65 percent of students would favor a moderate athletic fee.

Use of Results
Results will facilitate the process of regaining inter-collegiate athletics.

Goal VI.3.D
The College will expand club offerings and activities including community outreach.

Objective
The interests and needs of the students will be researched.

Action Plan #11
The formation of a President's Council will be put into place for fall semester, 1998. Presidents of all clubs will meet to discuss issues concerning Dalton State College.

Budget
No change in resources needed.

Assessment Method
The Student Affairs Council will evaluate the issues and ideas proposed by the President's Council.

Expected Results
Ninety percent of club presidents will participate on the Council.

Use of Results
The President's Council will bring student issues and ideas to the attention of the administration and faculty.

6. PLANNING PRIORITY VI.3.E

Encourage faculty involvement with clubs.

Objective
The College will continue to bridge Academic and Student Affairs by encouraging faculty to become involved with clubs and organizations.

Action Plan #12
E-mail will be sent by the Director of Student Activities at the beginning of each semester to encourage faculty to become involved in clubs.

Budget
No change in resources will be needed.

Assessment Method
The number of faculty volunteering to become involved with new clubs will be counted.

Expected Results
A faculty volunteer will be placed with every new club.

Use of Results
The Director of Student Activities will keep a record of all faculty members interested in becoming a club advisor.

Goal VI.3.G
The College will explore the possibility of fund raising for clubs.

Objective
The desirability and feasibility of organizational fund raising activities will be assessed.

Action Plan #13
SGA will obtain information concerning the pros and cons of fund raising for student organizations.

Budget
No change in resources will be needed.

Assessment Method
Club advisors, club presidents and Dalton State College students will be surveyed. Fund raising policies of other schools will be examined.

Expected Results
A majority of clubs will be in favor of fund raisings.

Use of Results
A policy for the implementation of fund raising will be created or the issue will be dismissed.

Goal VI.3.1 (New)
The Student Activities office will establish a leadership development program.

Objective
The College will provide leadership training and opportunities for students.

Action Plan #14
A new Leadership Development Program will be developed in the fall of 1998 to meet the needs of the campus student leaders.

Budget
The budget requested is $500 for materials and conference.

Assessment Method
The Student Activities office will count the number of students who attend the new program and survey those who attended.

Expected Results
The students will report high levels of satisfaction with the new program.

Use of Results
Results will help determine if the Student Activities Office needs to expand on the new Leadership Program.

7. PLANNING PRIORITY VII.5

The College will serve as a catalyst for cultural awareness.

Goal VII.5.A
The Student Activities Office will consider establishing annual cultural weeks and cultural fairs/symposia.

Objective
The College will provide programming to meet the needs of a diverse student body.

Action Plan #15

Along with the Dalton State College Diversity Ambassadors, the Student Activities Office will sponsor a Cinco de Mayo celebration for the Dalton State College community.

Budget
The budget requested is $500.

Assessment Method
Participation among faculty and students will be evaluated.

Expected Results
Fifty students and faculty will attend the Cinco de Mayo celebration.

Use of Results
Results will indicate if future activities are warranted.

Community Ambassadors of Dalton State College

Statement of Purpose
The community Ambassadors of Dalton State College sponsors education and activities that celebrate cultural diversity, openly foster personal growth and empowerment, and promote social justice in our community.

1. PLANNING PRIORITY VII.5

The College will serve as a catalyst for cultural awareness.

Goal VII.5.-1
Consider establishing annual cultural weeks and cultural fairs/symposia.

Objective
The Community Ambassadors will coordinate its efforts with other campus groups in order to consider establishing multicultural events.

Action Plan #1

The Community Ambassadors will contact and cooperate with the Centro Latino Focus Group (Center for Continuing Education), the Fine Arts Committee, the Teaching and Learning Committee, the Minority Advisement Program (MAP), Student Activities, and other relevant campus groups in order to explore collaborative efforts toward sponsoring campus and community-wide multicultural educational events.

Budget
No change in resources needed.

Assessment Methods

- The number of contacts between the Community Ambassadors and groups listed will be monitored.
- The number and type of collaborative activities among the listed groups will be monitored.
- Discussion among the groups concerning the logistics and feasibility of sponsoring a cultural week and/or cultural fair will be monitored.

Expected Results

- Contact will have been made with all groups by October 16, and a dialogue established by the end of that month.
- At least two collaborative multicultural activities will be offered during the 1998-99 academic year involving two or more of the listed groups.
- The feasibility of sponsoring a cultural week and/or cultural fair will be determined and corresponding progress made if the decision is affirmative.

Use of Results
Feedback about the collaboration process and the perceived success of sponsored events will be used to direct future collaborative projects among these campus groups.

Appendix

Core Purposes, Planning Priorities and Goals, 1997-2000

I. A COMMITMENT TO EXCELLENCE AND RESPONSIVENESS WITHIN A SCOPE OF INFLUENCE DEFINED BY THE NEEDS OF THE LOCAL AREA AND BY PARTICULARLY OUTSTANDING PROGRAMS AND DISTINCTIVE CHARACTERISTICS THAT HAVE A MAGNET EFFECT THROUGHOUT THE REGION.

Note: New goals for 1998-1999 are bolded.

I.1. The College will broaden the scope and implementation of its programs and services to Northwest Georgia. *(President)*

I.1.A. Consider offering daytime programs at extended campus sites. *(Assistant to the Academic Dean)*

I.1.B. Survey to see if additional off-campus sites are needed. *(Assistant to the Academic Dean)*

I.1.C. Consider offering weekend classes and more weekend support services. *(Dean of Academic Affairs)*

I.1.D. Develop targeted baccalaureate degrees that meet regional needs. *(President)*

I.2. The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area. *(President/ Public Relations/ Director of Center for Continuing Education/ Registrar)*

I.2.A. Increase the College's visibility through the Internet. *(Director of OCIS)*

I.2.B. Increase visibility of outreach programs. *(Registrar/ Director of Center for Continuing Education)*

I.2.C. Establish drop-off areas for Dalton State College publications in the service community. *(Registrar/ Director of Center for Continuing Education)*

I.2.D. Make Dalton State College publications openly available in the library. *(Library Director)*

I.2.E. Increase public visibility via media outlets in the college's service area. *(Public Relations)*

I.2.F. Consider increasing the public relations staff in order to enhance public relations/visibility efforts, particularly in relation to programs of study. *(President)*

I.2.G. Consider permitting community advertising in Dalton State College student publications. *(President)*

I.2.H. Pursue Dalton State College Foundation development. *(President)*

I.3. The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities. *(Dean of Academic Affairs/Dean of Student Affairs)*

I.3.A. Promote student and faculty co-curricular and volunteer programs in communities served by the College. *(Dean of Academic Affairs/Dean of Student Affairs)*

I.3.B. Establish an alumni office and increase alumni development. *(President)*

I.3.C. Develop cultural enrichment programs designed to bring the community on campus. *(Director of Student Activities)*

I.3.D. Expand the ESL program for adult literacy. *(Adult Literacy Coordinator)*

I.3.E. Identify faculty interested in outreach and sharing their expertise. *(Dean of Academic Affairs)*

II. A COMMITMENT TO A TEACHING/LEARNING ENVIRONMENT, BOTH INSIDE AND OUTSIDE THE CLASSROOM, THAT SUSTAINS INSTRUCTIONAL EXCELLENCE, FUNCTIONS TO PROVIDE UNIVERSITY SYSTEM ACCESS FOR A DIVERSE STUDENT BODY, AND PROMOTES HIGH LEVELS OF STUDENT LEARNING.

II.1. The College will monitor and strengthen its institutional effectiveness program and make adjustments based upon the results of that effort to assure excellence in the teaching/learning environment so that students are prepared for the next step. *(Director of Institutional Research/Dean of Academic Affairs)*

II.1.A. Enhance assessments of students' needs for learning skills and strategies. *(ACE Center Director)*

II.1.B Enhance programs and services to improve student performance (i.e., peer tutoring training). *(Dean of Student Affairs/DCS Coordinator)*

II.1.C. Refine academic program assessment. *(Director of Institutional Research)*

II.1.D. Reconsider the method by which CPC deficiency courses are counted for credit. *(Dean of Academic Affairs)*

II.1.E. Develop faculty assessment which goes beyond student ratings (peer-type reviews) *(Dean of Academic Affairs)*

II.1.F. Develop strategies to assess the quality and content of Dalton State College courses taught on-campus compared to those taught off-campus at various sites. *(Assistant to the Academic Dean)*

II.1.G. Develop additional methods to enhance retention. *(ACE Center Director/DCS Coordinator)*

II.1.H. Initiate plans to develop Web-based instruction and other alternate instructional delivery models (e.g., distance learning) *(OCIS Director)*

II.2. The College will continue to place a high priority on recruiting faculty who are the most qualified in their academic fields. *(Dean of Academic Affairs)*

II.2.A. Expand the scope of faculty recruitment. *(Dean of Academic Affairs)*

II.2.B. Investigate endowed chairs (the Bandy Chair). *(President)*

II.3. The College will continue to place significant emphasis upon the quality and accessibility of its library resources. *(Library Director)*

II.3.A. Consider offering more weekend hours. *(Library Director)*

II.3.B. Increase student Internet accessibility. *(OCIS Director)*

II.3.C. Adopt a goal of 100,000 volumes of good and balanced quality in the Library within 5-6 years. *(Library Director)*

II.3.D. Evaluate the number and types of journal subscriptions. *(Library Director)*

II.3.E. Expand the library in order to provide adequate space. *(President)*

II.3.F. Investigate emerging technology to increase information access in the Library. *(Library Director/OCIS Director)*

II.3.G. Implement Endeavor interconnected library system. *(Library Director/OCIS Director)*

II.4. The College will convert to the semester system. *(Dean of Academic Affairs)*

II.4.A. Encourage creative course packaging. *(Dean of Academic Affairs)*

II.4.B. Continue providing information to the Dalton State College community concerning the conversion to the semester calendar. *(Dean of Academic Affairs/ Registrar)*

II.5. The College will provide additional co-curricular activities. *(Dean of Student Affairs)*

II.5.A. Promote the Office of Community Service Learning. *(Dean of Student Affairs)*

II.5.B. Consider the development of a co-curricular transcript. *(Dean of Student Affairs/ Registrar)*

II.5.C. Provide greater opportunities for co-curricular activities (i.e., activity period). *(Dean of Academic Affairs/ Dean of Student Affairs)*

II.6. Develop a comprehensive planning, budgeting, and accountability program. *(President)*

II.6.A. Complete the strategic planning process. *(President)*

II.6.B. Develop ways to more formally link the process of budgeting and planning. *(President/ Comptroller)*

II.6.C. Develop mechanisms to demonstrate and document accountability. *(Director of Institutional Research)*

III. A HIGH QUALITY GENERAL EDUCATION PROGRAM THAT SUPPORTS A VARIETY OF WELL-CHOSEN ASSOCIATE PROGRAMS AND PREPARES STUDENTS FOR TRANSFER TO BACCALAUREATE PROGRAMS, LEARNING SUPPORT PROGRAMS DESIGNED TO INSURE ACCESS AND OPPORTUNITY FOR A DIVERSE STUDENT BODY, AND CERTIFICATE AND ASSOCIATE CAREER PROGRAMS THAT PREPARE STUDENTS TO ENTER THE WORK FORCE.

III.1. The College will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated. *(Dean of Academic Affairs)*

III.1.A. Consider reinstituting developmental studies learning labs (i.e., provide separate labs for developmental and credit math classes). *(Developmental Studies Coordinator)*

III.1.B. Consider reinstituting a study skills course for developmental studies. *(Developmental Studies Coordinator/ DCS Coordinator)*

III.1.C. Upgrade language labs (multi-media lab). *(OCIS Director/Humanities Division Chair)*

III.1.D. Investigate offering music related courses. *(Humanities Division Chair)*

III.1.E. Investigate offering Physical Therapy Assistant and Occupational Therapy Assistant degrees. *(Technical Division Chair)*

III.1.F. Investigate offering Certified Nursing Assistant (C.N.A.), Surgical Technician, and multi-skilled Healthcare Technician programs. *(Technical Division Chair/Director of Center for Continuing Education)*

III.1.G. Investigate offering manufacturing processes/carpet business related courses. *(Technical Division Chair/Director of Center for Continuing Education)*

III.1.H. Investigate offering team building/leadership/communication skills courses. *(Division Chairs/Director of Center for Continuing Education)*

III.1.I. Investigate offering a Basic Supervision training program for industry. *(Technical Division Chair/Director of Center for Continuing Education)*

III.1.J. Investigate offering a construction trades program. *(Technical Division Chair/Director of Center for Continuing Education)*

III.1.K. Investigate offering hotel-motel/restaurant management programs. *(Technical Division Chair/Director of Center for Continuing Education)*

III.1.L. Investigate internship and co-op opportunities. *(Dean of Academic Affairs/Dean of Student Affairs)*

III.1.M. Assess need for remedial studies specifically for certificate students who score poorly on admissions testing. *(Technical Division Chair/Developmental Studies Coordinator)*

III.1.N. Implement a campus wide COMPASS testing services. *(Developmental Studies Coordinator/Admissions)*

III.1.O. Develop a marketing to publicize new four-year degree programs. *(Admissions/Technical Division Chair)*

III.2. The College will expand and promote its learning support programs, including assistive technology. *(Dean of Academic Affairs/Dean of Student Affairs)*

III.2.A. Expand and promote the use and accessibility of technologies for students with disabilities. *(ACE Center Director)*

III.2.B. Expand and promote the use of services and programs to aid academically at-risk students. *(ACE Center Director)*

III.2.C. Investigate the establishment of a potential observation and bioresearch station at the Hurricane Creek area. *(Natural Science and Mathematics Division Chair)*

III.2.D. Consider developing additional learning support programs and provide for assessments. *(Dean of Academic Affairs/Dean of Student Affairs)*

IV. A COMMITMENT TO PUBLIC SERVICE, CONTINUING EDUCATION, TECHNICAL ASSISTANCE, AND ECONOMIC DEVELOPMENT ACTIVITIES THAT ADDRESS THE NEEDS, IMPROVE THE QUALITY OF LIFE, AND RAISE THE ECONOMIC LEVEL WITHIN THE COLLEGE'S SCOPE OF INFLUENCE.

IV.1. While maintaining its broad array of cultural, recreational, and personal interest programming, the Center for Business and Community Development and the Division of Technical Education will become more heavily involved in providing services for area business and industry. *(Dean of Academic Affairs/Technical Division Chair/Director of Center for Continuing Education)*

IV.1.A. Conduct periodic needs assessments. *(Dean of Academic Affairs/Technical Division Chair/Director of Center for Continuing Education)*

IV.1.B. Consider expanding Center for Continuing Education offerings in computer literacy, communications, teamwork, mathematics, leadership, English, and other areas (as needed). *(Director of Center for Continuing Education)*

IV.1.C. Become more involved in economic development activities. *(Technical Division Chair/Director of Center for Continuing Education)*

IV.1.D. Consider expanding the Work Keys Center. *(Technical Division Chair/Director of Center for Continuing Education)*

IV.2. *The College will broaden and promote its adult literacy program. (Technical Division Chair/Adult Literacy Coordinator)*

IV.2.A. Explore alternative models for providing adult literacy programs/services. *(Adult Literacy Coordinator)*

IV.2.B. Consider offering weekend GED classes. *(Adult Literacy Coordinator)*

V. SCHOLARSHIP AND CREATIVE WORK FOR THE SPECIFIC PURPOSE OF SUPPORTING INSTRUCTIONAL EFFECTIVENESS AND ENHANCING INSTITUTIONALLY RELEVANT FACULTY QUALIFICATIONS.

V.1 The College will expand professional development activities for the faculty and staff. *(Dean of Academic Affairs)*

V.1.A. Increase funding for faculty/staff development. *(President)*

V.1.B. Develop a technology-training program for faculty and staff, including applied uses of technology. *(Dean of Academic Affairs/OCIS Director)*

V.1.C. Expand facilities to support faculty/staff use of technology. *(Dean of Academic Affairs/OCIS Director)*

V.1.D. Create interpersonal skills training program for staff and faculty. *(President)*

V.1.E. Consider making the Distinguished Professor position permanent. *(President)*

V.2. The College will encourage faculty and staff to participate in creative work for enhancing campus quality of life. *(President/Dean of Academic Affairs)*

V.2.A. Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development. *(Division Chairs)*

V.2.B. Explore the need for programs and activities to enhance the quality of life for faculty and staff. *(Division Chairs)*

VI. A SUPPORTIVE CAMPUS CLIMATE, NECESSARY SERVICES, AND LEADERSHIP AND DEVELOPMENT OPPORTUNITIES, ALL TO EDUCATE THE WHOLE PERSON AND MEET THE NEEDS OF STUDENTS, FACULTY, AND STAFF.

VI.1. The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive. *(Dean of Academic Affairs/Dean of Student Affairs)*

VI.1.A. Enhance internal communication on campus. *(Dean of Academic Affairs/Dean of Student Affairs)*

VI.1.B. Encourage collaboration among departments for at-risk students. *(Dean of Academic Affairs/Dean of Student Affairs)*

VI.1.C. Provide in-service training for identifying student difficulties. *(ACE Center Director)*

VI.1.D. Provide in-service training to clarify financial aid processes and offerings. *(Director of Financial Aid)*

VI.1.E. Consider enhancing service learning opportunities. *(Assistant Director of Student Activities)*

VI.1.F. Utilize Banner to enhance academic advising and registration. *(Dean of Academic Affairs/ Registrar)*

VI.1.G. Consider providing specialized advisors for undecided students. *(Dean of Academic Affairs)*

VI.1.H. Consider restructuring orientation activities for new students. *(Dean of Student Affairs/ Registrar)*

VI.2. The College will enhance the quality of student development services for non-traditional students as well as traditional students. *(Dean of Student Affairs)*

VI.2.A. Explore a jobs search/job skills course offering. *(ACE Center Director)*

VI.2.B. Expand transfer information delivery. *(Registrar)*

VI.2.C. Explore the need for child-care facilities on campus. *(Dean of Student Affairs)*

VI.3. The College will expand extracurricular opportunities for all students. *(Dean of Student Affairs/ Director of Student Activities)*

VI.3.A. Consider establishing a leadership development program. *(Director of Student Activities)*

VI.3.B. Enhance the variety and availability of intramural athletics. *(HPER Department Chair)*

VI.3.C. Explore the benefits of increasing the student activity fee. *(Dean of Student Affairs)*

VI.3.D. Expand club offerings and activities, including community outreach. *(Director of Student Activities)*

VI.3.E. Encourage faculty involvement with clubs and organizations. *(Director of Student Activities)*

VI.3.F. Explore the possibility of intercollegiate athletics. *(HPER Department Chair)*

VI.3.G. Explore the possibility of fund raising for clubs. *(Director of Student Activities)*

VI.3.H. Expand training for student workers. *(Director of Financial Aid)*

VI.3.I. Establish a leadership development program. *(Director of Student Activities)*

VI.4. The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness. *(Registrar)*

VI.4.A. Develop a comprehensive management information system. *(OCIS Director/Registrar/Comptroller)*

VI.4.B. Apply administrative computing systems' applications to retention/institutional effectiveness. *(Director of Institutional Research/OCIS Director)*

VI.4.C. Explore kiosk applications (information/delivery system). *(OCIS Director/Registrar)*

VI.4.D. Assess and remediate Year 200o risk compliance). *(OCIS Director)*

VI.4.E. Implement the Peoplesoft finance and human resource software. *(OCIS Director)*

VI.5. The College will enhance the appearance, utility, safety, and accessibility of campus physical facilities. *(Comptroller/Director of Public Safety/Director of Plant Operations)*

VI.5.A. Develop a comprehensive master plan. *(Comptroller)*

VI.5.B. Conduct a programmatic access survey and make appropriate accommodations. *(Dean of Academic Affairs)*

VI.5.C. Explore avenues to ease the strain on parking. *(Comptroller)*

VI.5.D. Explore campus exterior lighting needs. *(Comptroller)*

VI.5.E. Provide additional emergency stations on campus. *(Comptroller)*

VI.5.F. Conduct periodic campus safety reviews (stairs, walkways, etc.) *(Comptroller)*

VI.5.G. Conduct a campus-wide survey to identify/repair safety hazards. *(Comptroller)*

VI.5.H. Conduct periodic physical accessibility reviews (including off-campus sites). *(Comptroller/Dean of Academic Affairs)*

VI.5.I. Explore law enforcement training as interns with campus public safety. *(Director of Public Safety/ B.ASS Division Chair)*

VI.5.J. Conduct regular training for faculty and staff concerning various Dalton State College emergency procedures. *(Comptroller)*

VII. CULTURAL, ETHNIC, RACIAL, AND GENDER DIVERSITY IN THE FACULTY, STAFF, AND STUDENT BODY, SUPPORTED BY PRACTICES AND PROGRAMS THAT EMBODY THE IDEALS OF AN OPEN, DEMOCRATIC, AND GLOBAL SOCIETY.

VII.1. *The College will enhance its efforts to recruit and retain a diverse faculty, staff, and student body. (Registrar/ Dean of Academic Affairs/ Dean of Student Affairs)*

VII.1.A. Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students. *(Registrar/ Dean of Academic Affairs)*

VII.1.B. Develop opportunities for expanding faculty/staff language skills (foreign languages). *(Humanities Division Chair)*

VII.1.C. Examine ways to develop a more effective Minority Advisement Program. *(MAP Coordinator/ Dean of Academic Affairs/ Director of Student Activities)*

VII.1.D. Examine ways of promoting retention of persons with disabilities. *(ACE Center Director)*

VII.1.E. Develop an assessment of language proficiency for students whose native language is not English. *(Admission and Humanities)*

VII.2. *The College will facilitate its faculty, staff, and students in gaining international experience. (Dean of Academic Affairs)*

VII.2.A. Formalize the program with the Board of Regents for faculty international programs. *(President)*

VII.2.B. Investigate faculty and student exchange programs. *(Dean of Academic Affairs)*

VII.2.C. Investigate a "sister college" program (Dilbeek). *(President)*

VII.3. The College will place more emphasis on internationalizing the curriculum. *(Dean of Academic Affairs)*

VII.3.A. Investigate offering additional foreign language courses. *(Humanities Division Chair)*

VII.3.B. Encourage faculty to incorporate international topics into classes. *(Division Chairs)*

VII.3.C. Investigate the development of additional courses with an international focus. *(Division Chairs)*

VII.3.D. Investigate requiring a course with an international focus. *(Division Chairs)*

VII.4. The College will develop ways to bring the minority populations of the service area into the life of the institution to a greater degree. *(Dean of Academic Affairs/Dean of Student Affairs)*

VII.4.A. Encourage student groups to expand outreach activities. *(Registrar/Dean of Student Affairs)*

VII.4.B. Consider providing citizenship classes for legal aliens. *(Director of Center for Continuing Education)*

VII.4.C. Expand public outreach through the Center for Continuing Education. *(Director of Center for Continuing Education)*

VII.4.D. Investigate ways to establish the college as a resource for the minority population. *(President/MAP Coordinator)*

VII.4.E. Create an ESL program for Dalton State College students. *(Dean of Academic Affairs)*

VII.4.F. Establish outreach to students from all parts of the minority community (e.g., Centro Latino, churches, etc.). *(Registrar/Director of Center for Continuing Education/Dean of Student Affairs)*

VII.5. The College will serve as a catalyst for cultural awareness. *(Dean of Academic Affairs/ Dean of Student Affairs)*

VII.5.A. Consider establishing annual cultural weeks and cultural fairs/symposia. *(Dean of Academic Affairs/Dean of Student Affairs)*

VII.5.B. Enhance the relationship with the Creative Arts Guild. *(President)*

VII.5.C. Investigate sponsoring an international "flea market" at the College. *(Director of Student Activities)*

VII.6. The College will endeavor to support the growing globalization of the business community. *(Director of Center for Continuing Education/BASS Division Chair)*

VII.6.A. Investigate offering Center for Continuing Education classes for business travelers to other countries. *(Director of Center for Continuing Education)*

VII.6.B. Explore the coordination of efforts to reach out to the international business community. *(Director of Center for Continuing Education/ BASS Division Chair)*

VIII. TECHNOLOGY TO ADVANCE EDUCATIONAL PURPOSES, INCLUDING INSTRUCTIONAL TECHNOLOGY, STUDENT SUPPORT SERVICES, AND DISTANCE EDUCATION.

VIII.1. The College will involve itself to the maximum degree possible in the implementation of University System initiatives designed to connect students, faculty, and staff with technology. *(Registrar/ Dean of Academic Affairs/ Dean of Student Affairs/ Comptroller)*

VIII.1.A. Provide e-mail and expand Internet/remote access and training for students. *(OCIS Director)*

VIII.1.B. Develop additional multi-media classrooms. *(OCIS Director/ Dean of Academic Affairs)*

VIII.1.C. Develop additional GSAMS programs. *(Director of Center for Continuing Education/ Division Chairs)*

VIII.1.D. Provide training for faculty and staff, including discipline based training programs. *(OCIS Director)*

VIII.1.E. Hire additional technical support staff. *(OCIS Director)*

VIII.1.F. Investigate establishing a technology fee for students. *(OCIS Director/ Comptroller)*

VIII.2. The College will encourage computer literacy throughout all curricula. *(Dean of Academic Affairs)*

VIII.2.A. Make computer technology a part of every student's program of study at Dalton State College. *(Dean of Academic Affairs)*

VIII.3. The College will increase its technological offerings to keep pace with the demands. *(Dean of Academic Affairs)*

VIII.3.A. Investigate the need for additional computer-use courses/workshops. *(Natural Science and Mathematics Division Chair/ Technical Division Chair)*

VIII.3.B. Explore the creation of a foundational levels skill course. *(Natural Science and Mathematics Division Chair/ Technical Division Chair)*

IX. COLLABORATIVE RELATIONSHIPS WITH OTHER SYSTEM INSTITUTIONS, STATE AGENCIES, LOCAL SCHOOLS, TECHNICAL INSTITUTES, AND BUSINESS AND INDUSTRY, SHARING PHYSICAL, HUMAN, INFORMATION, AND OTHER RESOURCES TO EXPAND AND ENHANCE PROGRAMS AND SERVICES AVAILABLE TO THE CITIZENS OF GEORGIA.

IX.1. The College will develop ways to provide meaningful interaction with area public schools. *(Registrar/ Dean of Academic Affairs/ Dean of Student Affairs)*

IX.1.A. Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities. *(Registrar/ Dean of Academic Affairs)*

IX.1.B. Develop Dalton State College student outreach to the K-12 groups. *(Registrar/ Dean of Student Affairs)*

IX.1.C. Enhance support for the Scholars' Bowl. *(Dean of Academic Affairs)*

IX.1.D. Explore the possibility for Math Olympics. *(Natural Science and Mathematics Division Chair)*

IX.1.E. Explore collaboration with high school ESOL programs. *(Dean of Academic Affairs)*

IX.1.F. Develop better communication/collaboration with the public school systems, including informing students of the new admission requirements. *(Registrar)*

IX.1.G. Establish a pre-college program for 7th and 8th graders. *(Registrar/ Director of Center for Continuing Education)*

IX.1.H. Establish a campus visitation program for students in at-risk situations. *(Registrar/ Director of Center for Continuing Education)*

IX.1.I. Expand the Kid's College. *(Director of Center for Continuing Education)*

IX.1.J. Develop methods to recruit larger numbers of pre-baccalaureate students. *(Registrar)*

IX.1.K. Consider expanding career assessment exploration/opportunities to area students to help them explore career options. *(ACE Center Director)*

IX.1.L. Enhance the delivery of financial aid information to potential students/parents. *(Director of Financial Aid)*

IX.1.M. Examine ways to increase the participation in joint enrollment programs (e.g., post-secondary options). *(Registrar/ Dean of Academic Affairs)*

IX.1.N. Explore the development of a natural history museum to share with K-12 and others. *(Natural Science and Mathematics Division Chair)*

IX.1.O. Enhance outreach information about North Georgia Mountains Youth Science and Technology Center. *(NGMSTC Coordinator)*

IX.1.P Enhance discipline-based collaboration with K-12 faculty. *(Division Chairs)*

IX.2. The College will enhance collaborative efforts with neighboring technical institutes, including shared resources concerning career associate degree programs. *(President/Dean of Academic Affairs)*

IX.2.A. Explore the possibility of an on-site coordinator for programs at off-campus sites. *(Assistant to the Academic Dean)*

IX.3. The College will enhance collaborative relationships with other units of the University System, particularly in the delivery of bachelor's and graduate programming in the Dalton area. *(President)*

IX.3.A. Investigate expanding the number of programs offered and institutions with which we collaborate. *(President)*

IX.4. The College will develop additional mechanisms by which to collaborate with service area businesses and local, state, federal, and private agencies. *(President/Registrar/Dean of Academic Affairs)*

IX.4.A. Conduct needs assessments for determining the College's role with various agencies. *(Director of Institutional Research)*

IX.4.B. Investigate joint funding/grant possibilities with outside agencies. *(President)*

IX.4.C. Explore the development of visiting communities to educate area businesses regarding the skills and competencies that our programs of study provide. *(Technical Division Chair)*

IX.4.D. Investigate expansion of the Elderhostel program. *(Director of Center for Continuing Education)*

Summary of Planning Priorities and Goals, 1998-1999

CORE PURPOSE I: COMMITMENT TO EXCELLENCE

Note: New goals for 1998-1999 are bolded.

PLANNING PRIORITIES

(1) The College will broaden the scope and implementation of its programs and services to Northwest Georgia. (I.1)

(2) The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area. (I.2)

(3) The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities. (I.3)

GOALS

1. Survey to see if additional off-campus sites are needed. *(Goal IB.1)*
2. The College will develop cultural enrichment programs designed to bring the community on campus. *(Goal I.3.C)*
3. Expand the ESL Program for Adult Literacy. *(Goal I.3.D)*
4. **Develop targeted baccalaureate degrees that meet regional needs. *(Goal I.1.D)***
5. Increase visibility of outreach programs. *(Goal I.2.B)*
6. Consider permitting community advertising in Dalton State College student publications. *(Goal I.2.G)*
7. Pursue Dalton State College Foundation Development. *(Goal I.2.H)*
8. Establish an alumni office and increase alumni development. *(Goal I.3.B)*
9. Increase public visibility via media outlets in the College's service area. *(Goal I.2.E)*

CORE PURPOSE II: COMMITMENT TO TEACHING AND LEARNING

PLANNING PRIORITIES

(4) The College will continue to place a high priority on recruiting faculty who are the most qualified in their academic fields. (II.2)

(5) The College will develop a comprehensive planning, budgeting, and accountability program. (II.6)

(6) The College will monitor and strengthen its institutional effectiveness program and make adjustments based upon the results of that effort to assure excellence in the teaching/learning environment so that students are prepared for the next step. (II.1)

(7) The College will convert to the semester system. (II.4)

(8) The College will continue to place significant emphasis upon the quality and accessibility of its library resources. (II.3)

(9) The College will provide additional co-curricular activities. (II.5)

GOALS

10. Investigate Endowed Chairs (the Bandy Chair). *(Goal II.2.B)*
11. Complete the strategic planning process. *(Goal II.6.A)*
12. Refine academic program assessment. *(Goal II.1.C)*
13. Develop mechanisms to demonstrate and document accountability. *(Goal II.6.C)*
14. Encourage Creative Course Packaging. *(Goal II.4.A)*
15. Continue providing information to the Dalton State College community concerning the conversion to the semester calendar. *(Goal II.4.B)*
16. Adopt a goal of 100,000 volumes of good and balanced quality in the Library within 5 years. *(Goal II.3.A)*
17. Evaluate the number and types of journal subscriptions. *(Goal II.3.B)*
18. Investigate emerging technology to increase information access in the Library. *(Goal II.3.C)*
19. **Implement Endeavor interconnected library system. *(Goal II.3.G)***
20. Plan library expansion project. *(Goal II.3.E)*
21. Consider the development of a co-curricular transcript. *(Goal II.5.B)*
22. **Initiate plan to develop Web-based instruction and other alternate instructional delivery models (e.g., distance education). *(Goal II.1.H)***
23. Develop ways to more formally link the process of budgeting and planning. *(Goal II.6.B)*
24. The ACE Center will enhance programs and services to improve student performance. *(Goal II.1.B)*
25. The ACE Center will develop additional methods to enhance retention. *(Goal II.1.G)*
26. The College will promote the office of Community Service Learning. *(Goal II.5.A)*
27. The College will consider the development of a co-curricular transcript. *(Goal II.5.B)*
28. The Student Activities Office will provide greater opportunities for co-curricular activities (i.e. Activity Period). *(Goal II.5.C)*

CORE PURPOSE III: EMPHASIS ON HIGH QUALITY GENERAL EDUCATION PROGRAM

PLANNING PRIORITIES

(10) The college will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated. (III.1)

(11) The College will expand and promote its learning support programs, including assistive technology. (III.2)

GOALS

29. **Implementing a campus-wide COMPASS-testing services. *(Goal III.1.N)***
30. Consider reinstituting developmental studies learning labs (i.e., provide separate labs for developmental and credit math classes.) *(Goal III.1.A)*
31. Upgrade language labs (multi-media lab). *(Goal III.1.C)*

32. Investigate offering music-related courses. *(Goal III.1D)*
33. Investigate offering team building/leadership/communication skills courses. *(Goal III.1.H)*
34. Investigate offering manufacturing processes/carpet business related courses. *(Goal III.1.G)*
35. **Develop a marketing to publicize new four-year degree programs. *(Goal III.1.O)***
36. The ACE Center will expand and promote its learning support programs, including assistive technology. *(Goal III.2)*
37. The ACE Center will expand and promote the use and accessibility of technologies for students with disabilities. *(Goal III.2.A)*
38. The ACE Center will expand and promote the use of services to aid academically at-risk students. *(Goal III.2.B)*

CORE PURPOSE IV: COMMITMENT TO PUBLIC SERVICE

PLANNING PRIORITIES

(12) While maintaining its broad array of cultural, recreational, and personal interest programming, the Center for Continuing Education and the Technical Division will become more heavily involved in providing services for area business and industry. (IV.1)

(13) The College will broaden and promote its adult literacy program. (IV.2)

GOALS

39. Conduct periodic needs assessments. *(Goal IV.1.A)*
40. Consider expanding the Work Keys Center. *(Goal IV.1.D)*
41. Explore alternative models for providing adult literacy programs/services. *(Goal IV.2.A)*
42. Consider offering weekend GED Classes. *(Goal IV.2.B)*
43. Become more involved in economic development activities. *(Goal IV.1.C)*

CORE PURPOSE V: COMMITMENT TO SCHOLARSHIP FOR INSTRUCTIONAL EFFECTIVENESS

PLANNING PRIORITIES

14. The College will expand professional development activities for the faculty and staff. (V.1)

15. The College will encourage faculty and staff to participate in creative work for enhancing campus quality of life. (V.2)

GOALS

44. Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development. *(Goal V.2.A)*
45. Explore the need for programs and activities to enhance the quality of life in faculty and staff. *(Goal V.2.B)*

CORE PURPOSE VI: SUPPORTIVE CAMPUS CLIMATE

PLANNING PRIORITIES

16. *The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness. (VI.4)*
17. *The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive. (VI.1)*
18. *The College will expand extracurricular opportunities for all students. (VI.3)*
19. *The College will enhance the quality of student development services for non-traditional students as well as traditional students. (VI.2)*
20. *The College will enhance the appearance, utility, safety and accessibility of campus physical facilities. (VI.5)*

GOALS

46. The Office of Institutional Research and Planning will apply administrative computing systems' applications to retention/institutional effectiveness. *(Goal VI.4.B)*
47. Develop a comprehensive management information system. *(Goal VI.4.A)*
48. Utilize Banner to enhance academic advising and registration. *(Goal VI.1.F)*
49. Explore kiosk applications. *(Goal VI.4.C)*
50. **Assess and remediate Year 2000 risk compliance. *(Goal VI.4.D)***
51. **Implement the Peoplesoft finance and human resource software. *(Goal VI.4.E)***
52. Consider providing specialized advisors for undecided students. *(Goal VI.1.G)*
53. Explore the possibility of intercollegiate athletics. *(Goal VI.3.F)*
54. Enhance the variety and availability of intramural athletics. *(Goal VI.3.B)*
55. The College will consider enhancing service learning opportunities. *(Goal VI.1.E)*
56. The demand for an on-campus child-care facility will be assessed. *(Goal VI.2.C)*
57. The Student Activity Office will explore the benefits of increasing the Student Activity fee. *(Goal VI.3.C)*
58. The College will expand club offerings and activities including community outreach. *(Goal VI.3.D)*
59. Encourage faculty involvement with clubs and organizations. *(Goal VI.3.E)*
60. The College will explore the possibility of fund raising for clubs. *(Goal VI.3.G)*
61. **The Student Activities office will establish a leadership development program. *(Goal VI.3.I)***
62. Explore campus exterior lighting needs. *(Goal VI.5.D)*
63. Conduct regular training for faculty and staff concerning emergencies and various procedures. *(Goal VI.5.J)*
64. Conduct periodic campus safety reviews (stairs, walkways, etc.). *(Goal VI.5.F)*
65. Explore law enforcement training as interns with campus public safety. *(Goal VI.5.I)*
66. Conduct periodic physical accessibility review (including off-campus sites). *(Goal VI.5.H)*
67. The ACE Center will encourage collaboration among departments for at-risk students. *(Goal VI.1.B)*
68. Provide in-service training to clarify financial aid processes and offerings. *(Goal VI.1.D)*
69. The Financial Aid Office will work with the Foundation Office to establish a Scholarship Booklet for current students which will include all the Foundation Scholarships and be a valuable resource. *(Goal VI.2.D)*

CORE PURPOSE VII: CAMPUS DIVERSITY IN FACULTY, STAFF AND PROGRAMS

PLANNING PRIORITIES

21. *The College will serve as a catalyst for cultural awareness. (VII.5)*
22. *The college will place more emphasis on internationalizing the curriculum. (VII.3)*
23. *The College will enhance its efforts to recruit and retain a diverse faculty, staff and student body. (VII.1)*
24. *The College will develop ways to bring the minority populations of the service area into the life of the institution to a greater degree. (VII.4)*

GOALS

70. Enhance the relationship with the Creative Arts Guild. *(Goal VII.5.B)*
71. Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students. *(Goal VII.1.A)*
72. Examine ways to develop a more effective minority advisement program. *(Goal VII.1.C)*
73. Encourage faculty to incorporate international topics into classes. *(Goal VII.3.B)*
74. Investigate the development of additional courses with an international focus. *(Goal VII.3.C)*
75. The Student Activities Office will consider establishing annual cultural weeks and cultural fairs/symposia. *(Goal VII.5.A)*
76. Consider establishing annual cultural weeks and cultural fairs/symposia. *(Goal VII.5.A)*
77. Investigate offering additional foreign language courses. *(Goal VII.3.A)*
78. **Develop an assessment of language proficiency for students whose native language is not English. *(Goal VII.1.E)***
79. Investigate requiring a course with an international focus. *(Goal VII.3.D)*
80. Expand public outreach through the Center for Continuing Education. *(Goal VII.4.C)*
81. Establish outreach to students from all parts of the minority community (e.g., Centro Latino, churches, etc.). *(Goal VII.4.F)*
82. The ACE Center will examine ways of promoting retention of persons with disabilities. *(Goal VII.1.D)*

CORE PURPOSE VIII: ADVANCING EDUCATIONAL PURPOSES THROUGH TECHNOLOGY

PLANNING PRIORITIES

25. *The College will increase its technological offerings to keep pace with the demands. (VIII.3)*
26. *The College will encourage computer literary throughout all curricula. (VIII.2)*

GOALS

83. Make computer technology a part of every student's program of study at Dalton State College. *(Goal VIII.2.A)*
84. Explore the creation of a foundational levels skill course for natural science courses. *(Goal VIII.3.B)*
85. Investigate the need for additional computer-use courses/workshops. *(Goal VIII.3.A)*

CORE PURPOSE IX: DEVELOPING COLLABORATIVE RELATIONSHIPS

PLANNING PRIORITIES

27. *The College will enhance collaborative relationships by which to collaborate with service area businesses and local, state, federal, and private agencies. (IX.4)*
28. *The College will develop ways to provide meaningful interaction with area public schools. (IX.1)*
29. *The College will develop additional mechanisms by which to collaborate with service area businesses and local, state, federal, and private agencies. (IX.4)*

GOALS

86. Investigate expanding the number of programs offered and institutions with which we collaborate. *(Goal IX.3..A)*
87. **Investigate the expansion of Elderhostel. *(Goal IX.4.D)***
88. Develop better communication/collaboration with the public school systems, including informing students of new admissions requirements. *(Goal IX.1.F)*
89. The ACE Center will consider expanding career assessment and exploration activities to area students in order to help them explore career options. *(Goal IX.1.K)*
90. The Financial Aid Office will continue to promote community outreach in the public schools through the America Reads Program. *(Goal IX.1.B)*
91. Enhance the delivery of financial aid information to potential students/parents. *(Goal IX.1.L)*
92. Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities. *(Goal IX.1..A)*
93. Enhance outreach information about North Georgia Mountains Youth Science and Technology Center (NGYSTC). *(Goal IX.1.0)*
94. Enhance discipline-based collaboration with K-12 faculty. *(Goal IX.1.P)*
95. Examine ways to increase the participation in joint enrollment programs (e.g., Post-Secondary Options Program). *(Goal IX.1.M)*
96. Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities. *(Goal IX.1..A)*
97. Explore the development of visiting communities to educate area businesses regarding the skills and competencies that our programs of study provide. *(Goal IX.4.C)*

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